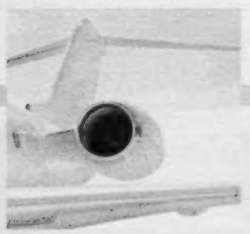
Transport Canada Transports Canada

TRANSPORT CANADA

Departmental Performance Report

2015-16



Canada

Transport Canada

2015–16

Departmental Performance Report

The Honourable Marc Garneau, P.C., M.P.

Minister of Transport

© Her Majesty the Queen in Right of Canada, represented by the Minister of Transport, 2016, Ottawa, Canada

Catalogue No. T1-4E-PDF

ISSN 2368-4143

This document is available on the Transport Canada website[i].

This document is available in alternative formats upon request.

Table of Contents

Minister's Message 1

Results Highlights 3

Section I: Organizational Overview 4

Organizational Profile 4

Organizational Context 5

Operating Environment and Risk Analysis 8

Organizational Priorities 14

Section II: Expenditure Overview 31

Actual Expenditures 31

Budgetary Performance Summary 32

Departmental Spending Trend 36

Expenditures by Vote 37

Alignment of Spending with the Whole-of-Government Framework 37

Financial Statements and Financial Statements Highlights 37

Section III: Analysis of Programs and Internal Services 39

Strategic Outcome 1: An Efficient Transportation System 40

Program 1.1: Transportation Marketplace Frameworks 40

Program 1.2: Gateways and Corridors 42

Program 1.3: Transportation Infrastructure 44

Strategic Outcome 2: A Clean Transportation System 46

Program 2.1: Clean Air from Transportation 46

Program 2.2: Clean Water from Transportation 49

Program 2.3: Environmental Stewardship of Transportation 51

Strategic Outcome 3: A Safe and Secure Transportation System 53

Program 3.1: Aviation Safety 53

Program 3.2: Marine Safety 55

Program 3.3: Rail Safety 57

Program 3.4: Motor Vehicle Safety 59

Program 3.5: Transportation of Dangerous Goods 60

Program 3.6: Aviation Security 63

Program 3.7: Marine Security 65

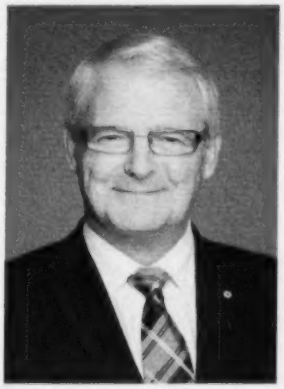
Program 3.8: Surface and Intermodal Security 67
Program 3.9: Multimodal Safety and Security 68
Program 4: Internal Services 70

Section IV: Supplementary Information 72
Supporting Information on Lower-Level Programs 72
Supplementary Information Tables 72
Federal Tax Expenditures 72
Organizational Contact Information 72

Appendix: Definitions 73

Endnotes 75

Minister's Message



I am pleased to present Transport Canada's Departmental Performance Report for 2015-16. The report outlines the Department's achievements in ensuring that Canada's transportation system is safe and secure, green and innovative, and facilitates trade and the movement of people and goods across the country.

In 2015-16, the Department advanced a number of key initiatives that were outlined in my mandate letter[ii] from the Prime Minister. This included:

- Strengthening rail safety regulations to ensure additional physical defences for train securements and establishing a pathway for future enhancements to the rail regulatory framework;
- Reviewing and implementing operational tools, procedures and guidelines to prepare for upcoming improvements to the *Navigation Protection Act*[iii]; and
- Launching the process of formalizing a moratorium on crude oil tanker traffic on British Columbia's North Coast through discussions with officials and preliminary consultations with affected groups.

In early spring 2016, I was delighted to launch a public engagement process to hear what Canadians, stakeholders, Indigenous groups, provinces and territories had to say about Canada's long-term agenda for transportation. Discussions centred on the five themes of:

- Safer transportation;
- Trade corridors to global markets;
- Green and innovative transportation;
- The traveller; and
- Waterways, coasts and the North.

This consultation process, combined with findings from the *Canada Transportation Act* Review[iv], will help shape our vision for the future of our transportation system.

Although many advancements in my mandate have occurred since the end of the fiscal year that fall beyond the scope of this Report, it is clear that our Government is already taking action to bring the real change that we promised Canadians.

In the coming year, we will focus on our long-term goals for Canada's transportation sector. We will continue to strengthen safeguards for improved rail safety and the safe transportation of dangerous goods, take action to enhance marine safety to protect Canada's coastal waters, and support major infrastructure investments in our trade and transportation corridors.

As Transport Canada embarks on its 80th year as a Department, we will continue to engage with Canadians on the future of transportation to create a system that will be safer, more secure, efficient and greener for Canadians.

The Honourable Marc Garneau, P.C., M.P.
Minister of Transport

Results Highlights

In 2015-16, Transport Canada (TC) achieved several milestones related to the Prime Minister's mandate letter. The following table summarizes these milestones.

Theme	Results Highlights
A Transportation System that Supports the Government of Canada's Economic Growth and Job Creation Agenda	In early spring 2016 the Department launched a broad engagement process on how a long-term agenda for transportation can be developed. The results of the engagement process, as well as the findings in the final report of the *Canada Transportation Act* Review, will be key inputs to shape a long-term agenda for transportation in Canada.
Improving Marine Safety	We collaborated with Fisheries and Oceans Canada[v], the Canadian Environmental Assessment Agency[vi] and Natural Resources Canada[vii] in the Review of Environmental and Regulatory Processes[viii] that includes the review of the *Navigation Protection Act*. This will be a priority over the coming year. For oversight, we inspected 294 foreign tankers under the Tanker Inspection Program, certified the loading and shipment of 1,676 cargo vessels carrying grain, timber or concentrates, hosted 9,796 examinations for Canadian seafarers, registered 1,946 new vessels and increased compliance inspection activities by 76%.
Reinforcing Railway Safety	We completed changes to the Canadian Rail Operating Rules[ix] in response to the Transportation Safety Board[x] recommendation related to requirements to have additional physical defences for train securements, including handbrake applications, testing requirements and additional physical defences. We also made amendments to strengthen rail safety laws under the *Railway Safety Act*[xi] and acted upon recommendations in the 2013 Office of the Auditor General's report on Rail Safety[xii]. These amendments will improve our ability to identify risks, allocate resources to high-risk areas, and ensure compliance with TC's regulatory framework.
Newly-focussed Building Canada Fund	The Transportation Marketplace Frameworks Program worked with Infrastructure Canada[xiii] to develop an infrastructure ferry category under the New Building Canada Fund.

Budgetary and Human Resources

The following table provides a summary of Transport Canada's fiscal year-end actual spending (in dollars) and total human resources (Full-time equivalents-FTEs).

2015–16 Actual Spending (authorities used)	FTEs
1,569,127,062	5,263

Section I: Organizational Overview

Organizational Profile

Appropriate Minister: The Honourable Marc Garneau, Minister of Transport

Institutional Head: Michael Keenan, Deputy Minister

Ministerial Portfolio: Transport Canada

The Transport Portfolio[xiv] includes:

- Transport Canada;
- Shared governance organizations (e.g., the St. Lawrence Seaway Management Corporation[xv]); and
- Crown corporations (e.g., the Great Lakes Pilotage Authority[xvi])

Grouping these organizations into one portfolio allows for integrated decision making on transportation issues.

Enabling Instrument: *Department of Transport Act*[xvii] (R.S., 1985, c. T-18)

Transport Canada administers over 50 laws related to transportation[xviii] and shares the administration of many others. Justice Canada is the federal department responsible for maintaining the Consolidated Statutes of Canada[xix] and provides access to the full text of federal acts and regulations.

Year of incorporation / Commencement: 1936

Organizational Context

Raison d'être

A safe and secure transportation system provides Canada with reliable and efficient movement of goods and people across the country and around the world. In an environmentally responsible way, it meets the challenges posed by topography and geography, linking communities and reducing the effects of the distance that separates people. These vital roles reflect transportation's interdependent relationship with all sectors of the economy and society.

OUR VISION
A transportation system in Canada that is recognized worldwide as safe and secure, efficient and environmentally responsible.

Transport Canada's vision of a sustainable transportation system integrates social, economic and environmental objectives. Our vision's three guiding principles are to work towards:

- The highest possible safety and security of life and property, supported by performance-based standards and regulations;
- The efficient movement of people and goods to support economic prosperity and a sustainable quality of life, based on competitive markets and targeted use of regulation and government funding; and
- Respect of the environmental legacy of future generations of Canadians, guided by environmental assessment and planning processes in transportation decisions and selective use of regulation and government funding.

Responsibilities

Transport Canada[xx] is responsible for the Government of Canada's transportation policies and programs. The Department develops legislative and regulatory frameworks, and conducts transportation oversight through legislative, regulatory, surveillance and enforcement activities. While not directly responsible for all aspects or modes of transportation, the Department plays a leadership role to ensure that all parts of the transportation system across Canada work together effectively.

Transport Canada has sole responsibility for matters such as aviation safety and security; for other matters, we share responsibility with other government departments, and provincial, territorial and municipal governments. We also work with trading partners and international organizations to develop and harmonize policy and regulatory frameworks, to protect Canadian users of our increasingly global transportation system, while encouraging efficiency.

In areas for which Transport Canada does not have direct responsibility—for example, for building and maintaining road networks—we use strategic funding and partnerships to promote the safe, efficient and environmentally responsible movement of people and goods into and across the country. In this way, we play a leadership role to ensure that all parts of the transportation system across Canada and worldwide work together, effectively and efficiently.

Strategic Outcomes and Program Alignment Architecture (PAA)

As illustrated in Figure 1 on the next page, Transport Canada's Program Alignment Architecture includes 15 Programs that contribute to achieving the following three Departmental Strategic Outcomes:

1. An efficient transportation system;
2. A clean transportation system; and
3. A safe and secure transportation system.

The 16th Program, Internal Services, supports all three strategic outcomes.

Figure 1: Transport Canada 2015-16 Program Alignment Architecture (PAA)

SO1: An Efficient Transportation System		SO2: A Clean Transportation System	SO3: A Safe and Secure Transportation System	
1.1 Transportation Marketplace Frameworks	1.3 Transportation Infrastructure	2.1 Clean Air from Transportation	3.1 Aviation Safety	3.5 Transportation of Dangerous Goods
1.1.1 Air Marketplace Framework	1.3.2 Marine Infrastructure	2.1.1 Clean Air Regulatory Framework and Oversight	3.1.1 Aviation Safety Regulatory Framework	3.5.1 Transportation of Dangerous Goods Regulatory Framework
1.1.2 Marine Marketplace Framework	1.3.2.1 Canada Port Authority Stewardship	2.1.2 Clean Air Initiatives	3.1.2 Aviation Safety Oversight	3.5.2 Transportation of Dangerous Goods Oversight
1.1.3 Surface Marketplace Framework	1.3.2.2 Seaway Stewardship and Support	2.2 Clean Water from Transportation	3.1.2.1 Service to the Aviation Industry	3.5.3 Emergency Response for Transportation of Dangerous Goods
1.1.4 International Frameworks and Trade	1.3.2.3 Ferry Services Stewardship and Support	2.2.1 Clean Water Regulatory Framework	3.1.2.2 Surveillance of the Aviation System	3.6 Aviation Security
1.1.5 Transportation Analysis and Innovation	1.3.2.4 Port Operations	2.2.2 Clean Water Regulatory Oversight	3.1.3 Aircraft Services	3.6.1 Aviation Security Regulatory Framework
1.2 Gateways and Corridors	1.3.3 Surface and Multimodal Infrastructure	2.3 Environmental Stewardship of Transportation	3.2 Marine Safety	3.6.2 Aviation Security Oversight
1.2.1 Asia-Pacific Gateway and Corridor Initiative	1.3.3.1 Rail Passenger Stewardship and Support		3.2.1 Marine Safety Regulatory Framework	3.6.3 Aviation Security Technological Infrastructure
1.2.2 Gateways and Border Crossings Fund	1.3.3.2 Federal Bridge Stewardship		3.2.2 Marine Safety Oversight	
1.3 Transportation Infrastructure	1.3.3.3 Highway and Other Transportation Infrastructure Support		3.2.3 Navigation Protection Program	3.7 Marine Security
1.3.1 Airport Infrastructure			3.3 Rail Safety	3.7.1 Marine Security Regulatory Framework
1.3.1.1 Airport Authority Stewardship			3.3.1 Rail Safety Regulatory Framework	3.7.2 Marine Security Oversight
1.3.1.2 Airport Operations			3.3.2 Rail Safety Oversight	3.7.3 Marine Security Operations Centres
1.3.1.3 Small Aerodrome Support			3.3.3 Rail Safety Awareness and Grade Crossing Improvement	3.8 Surface and Intermodal Security
			3.4 Motor Vehicle Safety	3.9 Multimodal Safety and Security
			3.4.1 Motor Vehicle Safety Regulatory Framework	3.9.1 Multimodal Strategies and Integrated Services
			3.4.2 Motor Vehicle Safety Oversight	3.9.2 Emergency Preparedness and Situation Centres
			3.4.3 Motor Carrier Safety	3.9.3 Integrated Technical Training

4.1 Internal Services (Supports all SOs)	4.1.1 Governance and Management Support	4.1.2 Resource Management Services	4.1.3 Asset Management Services

LEGEND	Strategic Outcome (SO)	Program	Sub-Program or Sub-Sub-Program

Operating Environment and Risk Analysis

Transport Canada's (TC) operating environment has become increasingly complex over the past several years. Current challenges and opportunities affecting Canada's transportation sector are unprecedented and mostly due to an increased rate of globalization. Other important factors include:

- Greater public scrutiny of our regulations and monitoring of transportation activities;
- An increased rate of technological advancements; and
- Growing evidence of climate change and its effects.

Demand for commodities and the complexity of the supply chain contribute to a heightened need for innovative and adaptable regulations that must take into account a host of factors, including an interconnected transportation system. To effectively respond to these challenges, we work to manage the associated risks.

Risk refers to the likelihood and impact of an event that could affect the achievement of an organization's objectives. Canada continues to be exposed to global threats and ongoing social, economic and environmental changes that could put the transportation system at risk. While the landscape of current and emerging risks is complex, a number of these risks directly affect the Canadian transportation system since they:

- Overlap multiple jurisdictions;
- Are interconnected; and
- Are constantly changing.

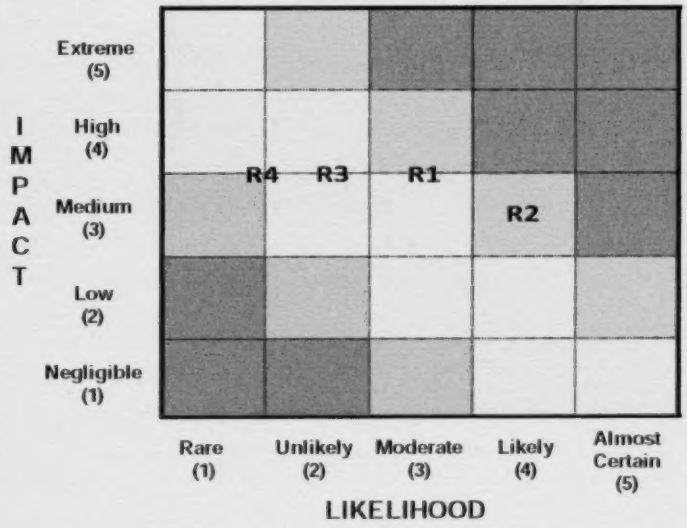
Through a systematic risk assessment process, Transport Canada strives to ensure that the Canadian transportation system remains safe and secure for passengers, while providing access to markets for natural resources, agricultural products and manufactured goods. For fiscal 2015-16 we identified responsive measures to manage four risks (three business and one operational) and opportunity areas related to our Strategic Outcomes and Corporate Risk Profile.

TC's risk assessment process consists of collecting and analyzing relevant information to gain a better understanding of the key risks the Department faces and their potential likelihood and impacts. The multi-step process is as follows:

1) It begins with an Environmental Scan and an analysis of strengths, weaknesses, opportunities and at threats (SWOT), in order to provide the overall departmental context and identify key influencing factors.
2) Workshops with Strategic Outcome (SO) planners are then organized to determine which program level risks should be elevated for discussion at TC's Senior Management Executive Committee (TMX).
3) Lastly, TMX members identify and assess corporate risks based on the results of the Environmental Scan and SWOT analysis, and assign more targeted risk responses to (including those identified as departmental priorities) to each Program's Accountable Executive(s) for implementation.

The figure on the next page shows four key corporate risks areas, which also incorporate their respective residual impact and likelihood placement.

Figure 2: Transport Canada's Corporate Risk Profile



Key Opportunities
R1. Safety and Security Oversight Effectiveness: Strengthening and standardizing oversight across all transportation modes, and ensuring operational data is leveraged
R2. People Management: Attracting, developing and retaining employees with the right competencies for the future
R3. Transportation System Efficiency and Reliability: Taking action to protect and enhance the competitiveness, sustainability, and resilience of transportation services in light of shifting markets and environmental realities, and safety and security obligations
R4. Security Threat: Working with stakeholders to respond to security incidents

Key Risk Responses

Transport Canada (TC) applies risk management to support making decisions and improving business practices, including how we develop policy, set priorities, allocate resources, deliver programs, and conduct day-to-day activities. Part of our risk management approach includes:

- Ongoing risk monitoring; and
- A semi-annual report on progress and overall performance of risk responses.

The table below presents the key elements of TC's risk response strategy:

Risk	Risk Response Strategy[1]	Link to Program Alignment Architecture
R1 – Safety and Security Oversight Effectiveness	Over the 2015-16 fiscal year, TC put measures in place to improve its governance and processes and ensure that its regulatory framework adequately supports oversight of the national transportation system. This included measures to further strengthen Canada's rail safety and security oversight and establish a world-class tanker safety system.	Strategic Outcome (SO) 3 – A Safe and Secure Transportation System

[1] As of March 2014, the New Bridge for the St. Lawrence River team were transferred to Infrastructure Canada. As of April 1, 2016, the Detroit River International Crossing (Gordie Howe Bridge) Program and staff were transferred to Infrastructure Canada.

Risk	Risk Response Strategy[1]	Link to Program Alignment Architecture
	Key risk management results: • TC continued to apply its Directive on Safety and Security Oversight to further strengthen oversight of the Canadian transportation system; • TC established a new Centre of Enforcement Expertise, which helped the regions bring greater consistency in quality assurance practices and procedures to make their oversight activities more effective, efficient and consistent; • TC put in place the Action Plan for Rail Safety and responded to the Transportation Safety Board of Canada's August 2014 recommendations arising from its investigation report into the Lac-Mégantic tragedy; • TC adopted a risk-based oversight culture and worked towards a more consistent application of national and modal risk-based inspection planning, reporting and enforcement regimes and continued to improve its methodology; • TC adopted more practical and tailored Multimodal Integrated Technical Training; and • TC continued to strengthen data systems across Programs to improve surveillance, compliance and internal management systems.	
R2 – People Management	In 2015-16, TC took measures to recruit and retain the right people, with the right skills, at the right time. This included: o Adopting a new portfolio approach for staffing services; o Creating the Staffing Management Board; o Welcoming the first wave of participants to the Leadership Development Initiative; and o Launching the *my*TC Talent Network. Key risk management results: • TC adopted a new portfolio approach for staffing services aimed at improving national Program planning and service delivery. As a result, all Programs now have recruitment, staffing and workforce management strategies in place such as inventories, collective processes, readily available pools of qualified candidates and external pools from the Public Service Commission; • TC created the Staffing Management Board in October 2015. This senior management forum meets regularly to monitor and control internal non-EX staffing actions;	Across all three SOs and Internal Services

Risk	Risk Response Strategy[1]	Link to Program Alignment Architecture
	• TC and Infrastructure Canada welcomed the first wave of participants to the Leadership Development Initiative. This initiative offers employees who wish to pursue advancement opportunities, the chance to enhance their leadership skills through developmental assignments, coaching, mentoring and leadership workshops; • TC officially launched the *my*TC Talent Network in February 2015, which continued throughout 2015-16. This internal social media platform captures employees' knowledge, skills, competencies, work experiences and career development interests. This is an important milestone in our Destination 2020 commitment to promote/increase awareness about career development opportunities; and • Over the past year, we successfully implemented the new Treasury Board Directive on Performance Management[xxi]. 96% of employees in 2015-16 had performance objectives in place.	
R3 – Transportation System Efficiency and Reliability	In 2015-16 we continued to take steps to ensure the efficiency of strategic gateways and corridors to support Canada's economic growth and to increase knowledge and capacity of climate change adaptation within TC. This included: o Taking measures to address aging infrastructure, and the impacts of climate change and extreme weather events. Key risk management results: • The review of the *Canada Transportation Act*[xxii] was completed and the final Report was released by the Minister in February 2016. An engagement strategy for Canada's long-term transportation agenda was launched in early spring 2016 and will include a response to the findings of the Report; • TC supported federal efforts leading to the March 10, 2016, Canada – U.S. agreement-in-principle to expand passenger customs preclearance to four new sites in Canada and to develop potential cargo preclearance pilots; • TC continued to provide ongoing policy analysis, advice and coordination on climate change adaptation strategies, including a particular focus on the North through the implementation of the Northern Transportation Adaptation Initiative. We undertook additional research projects, including Northern Marine Transportation Corridors and	SO1 – An Efficient Transportation System SO2 – A Clean Transportation System

Risk	Risk Response Strategy[1]	Link to Program Alignment Architecture
	Environment and Climate Change Canada's[xxiii] climate information needs; • TC contributed to and advised interdepartmental and international adaptation activities, including: o Natural Resources Canada's (NRCan) National Climate Assessment update; o The United Nations Framework Convention on Climate Change[xxiv]; o NRCan's Adaptation Platform[xxv]; o The Transportation Association of Canada's Climate Change Task Force[xxvi]; and o The International Transport Forum[xxvii]; • We started a project to assess potential infrastructure engineering vulnerabilities from climate- and weather-related impacts at three northern airports; and • We started the Assessment of Climate Risks and Adaptation Practices for the Canadian Transportation Sector, with NRCan hosting a stakeholder scoping meeting.	
R4 – Security Threats	In 2015-16, TC continued to improve systems and processes in place with our stakeholder community to strengthen our capability to respond to security threats. Key risk management results: • We worked with the Canada Border Services Agency[xxviii] to develop expertise to support Integrated Cargo Security Strategy[xxix] (ICSS) pilot projects; • We discussed options with our Canada-U.S. partners (Canada Border Services Agency and U.S. Customs and Border Protection[xxx]) for national rollout of the ICSS evaluation and stakeholder input; • We delivered all training and exercise activities to enhance departmental response plans and arrangements, as required under the *Emergency Management Act*[xxxi]; • We further revised the TC Inspection and Enforcement Manual that now includes Standard Operating Policy Directives to incorporate key elements of the oversight directive released in March 2014; • We undertook significant risk-based policy analysis of options to improve security of the transportation of dangerous goods by rail and road in Canada. This exercise included consultations with key industry	SO3 – A Safe and Secure Transportation System

Risk	Risk Response Strategy[1]	Link to Program Alignment Architecture
	partners, provincial/territorial governments, the U.S. government and other government departments; and • We provided review, analysis and policy support for the negotiation of the Land, Rail and Marine Preclearance Agreement.	

Organizational Priorities

In our Report on Plans and Priorities[xxxii], Transport Canada (TC) identified five priorities for 2015-16. All of them:

- Align with Government of Canada (GoC) priorities;
- Help the Department to achieve our Strategic Outcomes; and
- Address the risks to our organization.

Over the course of the year, senior management paid special attention to the plans developed to meet these priorities and achieve results.

Priority	Type[2]	Strategic Outcomes and Programs
Refine and strengthen Transport Canada's safety and security oversight	Ongoing	SO3 A Safe and Secure Transportation System (All programs)
Description		
A safe and secure transportation system moves people and goods across Canada and to international destinations without loss of life, injury or damage to property. By refining and strengthening Transport Canada's oversight function, the Department will be better able to work with the transportation industry to uphold a culture of safety and security.		

Planned Initiatives[3]	Start Date[4]	End Date	Status	Link to Organization's Program(s)
1) Identify strategies and respond to emerging issues, including:				
a) The Transportation Safety Board's recommendations stemming from the Lac-Mégantic tragedy;	2015-04 2014-04	Ongoing Ongoing	Ongoing Ongoing	P3.3[5] P3.5

[2] Type is defined as follows: previously committed to—committed to in the first or second fiscal year prior to the subject year of the report; ongoing—committed to at least three fiscal years prior to the subject year of the report; and new—newly committed to in the reporting year of the Report on Plans and Priorities or Departmental Performance Report.
[3] The number associated with each Planned Initiative, matches the number in the "Progress Toward the Priority" section below.
[4] The start and end dates follow a Year-Month format. For example: 2015-04 = April 2015.
[5] P = Program

b) The responsible development and protection of new local aerodromes by third parties; and	2014-12	Ongoing	Ongoing	P3.1
c) Safety in the unmanned air vehicle sector to keep the public and our airspace safe and secure.	2014-11	Ongoing	Ongoing	P3.1
2) Implement a multi-modal approach to safety and security oversight by:				
a) continuing to align activities to the Directive on Safety and Security Oversight[6];	2014-04	Ongoing	Ongoing	P3.9
b) continuing to take a multimodal enforcement approach;	2014-09 2014-04	Ongoing 2017-03	Ongoing Ongoing	P3.5 P3.9
c) adopting a multimodal strategic framework for promoting and assessing Safety Management Systems[xxxiii] and Security Management Systems across transportation modes;	2014-01	2017-01	Ongoing	P3.9
d) completing the implementation of integrated multimodal training; and	2014-04	2016-12	Ongoing	P3.9
e) refining and adopting a systematic approach to identify and address program risks.	2014-04 2015-01	Ongoing Ongoing	Ongoing Ongoing	P3.5 P3.9

[6] The Departmental Directive on Safety and Security Oversight requires all Transport Canada safety and security programs to implement quality assurance practices and procedures, and meet established performance standards.

Progress Toward the Priority

1) With regard to identifying strategies and responding to emerging issues:

a) On Rail Safety, we:
- Completed revisions to the Canadian Rail Operating Rules in response to the Transportation Safety Board (TSB) recommendation related to requirements to have additional physical defences for train securements, including for:
  - Handbrake applications;
  - Testing requirements; and
  - Additional physical defences; and
- In response to the TSB recommendation related to Safety Management Systems (SMS), conducted oversight activities to reinforce railway safety, including:
  - The initial assessments of each railway; and
  - Focussed inspections to ensure railways are prepared for the new SMS regime, for which the Rail Safety Program will begin conducting audits in fiscal 2016-17 (P3.3).

The Transportation of Dangerous Goods Program[xxxiv]:
- Began to implement the Management Action Plan and other commitments, related to recommendations from the 2011 audit of the Commissioner of Environment and Sustainable Development[xxxv];
- Introduced a new tank car standard as recommended by the TSB; and
- Is meeting the TSB recommendations on:
  - Emergency Response Assistance Plans[xxxvi]; and
  - Flammable liquids[xxxvii] (P3.5).

b) On Aviation Safety, we:
- Held stakeholder consultations on our Responsible Aerodrome Development Strategy, which included developing the Aerodrome Works Consultations[xxxviii] for amending the *Canadian Aviation Regulations*[xxxix]. These amendments were pre-published in the Canada Gazette, Part I, July 11, 2015 edition. We expect them to be published in Canada Gazette, Part II in fall 2016; and
- Developed and implemented a Ministerial order to prohibit the development of an aerodrome in Quebec (P3.1).

c) With regard to Unmanned Air Vehicles (UAVs), we:
- Developed an engagement strategy for UAVs (known to many Canadians as drones), taking advantage of the timing of the Notice of Proposed Amendment to the *Canadian Aviation Regulations* on Unmanned Air Vehicles[xl], which was published for consultation in May 2015 as a means to:
  - Increase awareness of UAVs; and
  - Consult with aviation and UAV stakeholders on the future regulatory framework for small UAVs;
- Established an interdepartmental committee of Government of Canada departments and agencies to identify and resolve common UAV challenges;
- Held an Unmanned Systems Canada[xli] Regulatory Workshop and a discussion panel with the Air Transport Association of Canada[xlii];
- Developed and published an Unmanned Aircraft System Work Plan for the Canada-U.S. Regulatory Cooperation Council[xliii] in collaboration with the U.S. Federal Aviation Administration[xliv]; and

- Launched a model aircraft and UAV education and awareness campaign. This included issuing a Civil Aviation Safety Alert[xlv] to remind all persons operating unmanned aircraft about the safety impacts and consequences of interfering with manned aircraft operations, including firefighting aircraft (P3.1).

2) With regard to implementing a multi-modal approach to safety and security oversight:

a) The Directive on Safety and Security Oversight (DOSSO) sets out minimum standards and expectations for the design, development and delivery of oversight programs across all modes and regions. This reinforces our commitment to strengthen and refine oversight of the Canadian transportation system.

Consultation across Programs confirmed general adherence to the requirements of the DOSSO and work was completed to:

- Update the Safety and Security Internal Quality Assurance document with roles and responsibilities; and
- Issue guidance to all Safety and Security Programs regarding common work objectives and performance indicators for inspectors and managers/supervisors.

In addition, a Program Policy Management Framework for Safety and Security was developed to enhance a common understanding for the use of various policy instruments. The objective is that we will standardize the selection and development of Multimodal Safety and Security policies, which then apply to all Programs (P3.9).

b) Multimodal Safety and Security continued with the implementation of a multimodal enforcement approach with the Centre of Enforcement Expertise (CEE), where the CEE:

- Transportation of Dangerous Goods Program inspectors received training in all aspects of the transport of dangerous goods for all modes of transport (P3.5).
- Reviewed approximately 200 files subject to Transportation Appeal Tribunal of Canada[xlvi] (TATC) jurisdiction, resulting in a consistent multimodal approach to TATC file management and case presentation;
- Created a Desk Book to support officers, whereby detailed information on policies, standards and business processes are easily accessible, so that consistent policies are applied across Transport Canada's enforcement programs; and,
- The CEE trained officers from modal enforcement programs on "Drafting Information to Obtain" procedures with help from the Canadian Police College[xlvii]. These officers now have the ability to prepare court documents to seek judicial authorizations (e.g. search warrants, production orders, etc.) (P3.9).

c) We completed the analysis and drafting of a multimodal strategic framework for promoting and assessing Safety Management Systems (SMS) and Security Management Systems (SeMS) across all modes, that will:

- Guide the regulation of the industry by providing internal guidance on the applicability, design and delivery of our Management Systems' related oversight activities; and,

- Allow for the consistent presentation of why, how and where we have chosen to use management system regulations to improve the safety and security of Canada's transportation system (P3.9).

d) The implementation of integrated multimodal technical training for safety and security has:
   - Standardized processes and methodologies through common staff guidance for various learning, administration and training activities;
   - Consolidated three safety and security Learning Management Systems (LMS) into one, thereby:
     - Improving information management accessibility for staff; and
     - Minimizing the requirement to support the LMS; and
   - Established an integrated branch that:
     - Centralized human and financial management resource functions; and
     - Clarified the roles, responsibilities and accountabilities related to technical training. (P3.9).

e) We undertook a number of initiatives that improved our approach to the identification and mitigation of program risks. This included the development and implementation of:
   - The Transportation of Dangerous Goods Program's:
     - National Oversight Plan, which is built on the basis of the Inspection Prioritization Framework, which came into effect on April 1, 2015; and
     - Finalized Integrated Risk Management Framework, which takes into consideration transportation trends and volumes, in March 2016 (P3.5).
   - A "Planning Environment Document" that integrates an environmental scan and a risk analysis methodology to standardize the way program risks are identified and addressed across Safety and Security;
   - Risk-based National Oversight Plans (NOPs) that outline key activities to mitigate transportation risks. The NOPs include a range of oversight activities that go beyond inspections and provide a visual representation of the risk environment; and
   - A "Planning Prioritization Framework" that brought comparability to plans, priorities and risks to inform decision making on risk tolerance and resource allocation. (P3.9).

Priority	Type	Strategic Outcomes and Programs
Continue to contribute to the Government's Responsible Resource Development and Sustainable agenda	Previously Committed	SO2: A Clean Transportation System (All Programs) SO3: A Safe and Secure Transportation System (Programs 3.2 and 3.9)

Description

The Government of Canada is taking steps to ensure that Canada develops its natural resources in a way that protects the environment, while contributing to continued economic growth and job creation.

Planned Initiatives	Start Date	End Date	Status	Link to Organization's Program(s)
1) Continue to strengthen tanker safety as well as the nation's oil-spill preparedness and response regime in line with World Class Tanker Safety[xlviii] activities, Phases 1 and 2;	2014-08	2020-03	Ongoing	P2.2
2) Identify future strategic requirements in the North, with a focus on transportation services and infrastructure that will strengthen safe and environmentally responsible transportation for all modes; and	2015-01	Ongoing	Ongoing	P2.2
3) In support of the whole-of-government approach to major projects review, continue to advance an integrated transportation system that facilitates protection of the environment and consideration of Aboriginal, provincial/territorial, community and stakeholder engagement.	2015-03	2020-03	Ongoing	P2.3

Progress Toward the Priority

1) We continued to modernize Transport Canada's Environmental Response Program. The *Canada Shipping Act, 2001*[xlix] received Royal Assent in December 2014, and subsequent amendments to the regulations are still ongoing. These changes:
   - Strengthen the current requirements;
   - Increase oversight for pollution prevention and response at oil handling facilities; and
   - Remove legal barriers that could otherwise block agents of Canadian response organizations from participating in clean-up operations.

   We continued to implement the National Aerial Surveillance Program[l] and inspected foreign tankers to:
   - Help deter potential polluters in Canadian waters; and
   - Ensure that tankers meet stringent international and domestic standards.

   The Tanker Safety Expert Panel[li]'s report, "A Review of Canada's Ship-source Preparedness and Response: Setting the Course for the Future, Phase II: Requirements for the Arctic and for Hazardous and Noxious Substances Nationally[lii]", was released on April 8, 2015. Government officials engaged Indigenous groups and stakeholders across Canada on the Report's findings and recommendations, and the results are being considered to help inform future policy direction.

   We continued to deliver several grant and contributions programs to continue to strengthen marine safety, including funding for:
   - The Clear Seas Centre for Responsible Marine Shipping[liii], an independent, not-for-profit organization whose mandate is to provide impartial and evidence-based research about marine shipping in Canada;
   - Ocean Networks Canada[liv]'s work to transform oceanographic data into navigational information to identify potential navigation hazards; and
   - The Community Participation Funding Program[lv], which aims enable local communities and Indigenous groups to participate in discussions on marine transportation issues.

   We also continued to advance the Area Response Planning[lvi] pilot project that is testing a risk-based approach to oil spill preparedness and response in southern British Columbia, the St. Lawrence Seaway, the Bay of Fundy, New Brunswick and Port Hawkesbury, Nova Scotia (P2.2).

2) Transport Canada continued to work with the Canadian Coast Guard[lvii] and the Canadian Hydrographic Service[lviii] on developing the Northern Marine Transportation Corridors Initiative (P2.2).

3) Transport Canada contributed to the "Whole-of-Government" approach to environmental assessments, Aboriginal consultations and regulatory reviews of major resource projects. This included engaging with other government departments to ensure the adoption of coordinated and efficient approaches to applying Major Projects Management Office[lix] and Northern Projects Management Office[lx] processes (P2.3).

Priority	Type	Strategic Outcomes and Programs
Improve Canada's competitiveness and critical transportation infrastructure	Ongoing	SO1: An Efficient Transportation System (Programs 1.1 and 1.2) SO3: A Safe and Secure Transportation System (Program 3.6)

Description

An efficient transportation system supports trade and economic prosperity which contributes to Canadians' quality of life. Having the right policy framework and adequate infrastructure for our key trade corridors is essential for the transportation system.

Planned Initiatives	Start Date	End Date	Status	Link to Organization's Program(s)
1) Continue to transition project activities related to constructing and managing a new international bridge to the Windsor-Detroit Bridge Authority[lxi], to acquire property and to work with the Authority, the State of Michigan and U.S. federal agencies to advance the project;	2014-08	2016-03	To INFC[7]	P1.2
2) Continue to monitor the Port of Vancouver[lxii] gateway to bring further efficiency to Canada's busiest port; and	2008-01	Ongoing	Ongoing	P1.2
3) Carry out Beyond the Border Action Plan initiatives related to cross-border transportation facilitation and security, including the Border Infrastructure Investment Plan 3.0.	2015-04 2011-12 2012-04	Ongoing Ongoing Ongoing	Ongoing Ongoing Ongoing	P1.1 P1.2 P3.6

Progress Toward the Priority

1) Project activities for the Windsor-Detroit Bridge Authority were transferred to Infrastructure Canada on November 4, 2015 (P1.2).

[7] INFC = Infrastructure Canada

2) We continued to monitor emerging issues at the Port of Vancouver, including those related to trucking and port expansion. We also continued to co-chair meetings of the Asia-Pacific Gateway Performance Table's Intermodal Committee. Its purpose is to improve the long-term efficiency and competitiveness of the Asia-Pacific supply chain by bringing together key players within the supply chain for facilitated discussions (P1.2).

3) We carried out the following Beyond the Border Action Plan initiatives with Canadian and U.S. government partners:
   - Preparing a full draft of the Border Infrastructure Investment Plan 3.0 in consultation with the Canada Border Services Agency (CBSA), provinces and bridge/tunnel authorities;
   - Further progress in deploying U.S. Transportation Security Administration[lxiii]-certified (TSA) Explosive Detection Systems equipment at Canada's eight preclearance airports; and
   - Supporting the implementation of the new land, rail, marine and air preclearance agreement with the U.S. (P1.1).
   - Organizing a series of five Regional Roundtable Webinars to provide education and technical assistance to organizations interested in developing and deploying border wait time measurement solutions (P1.2).
   - Advancing the Beyond the Border Integrated Cargo Security Strategy, in collaboration with the TSA, by:
     - Completing a three-year renewal of the Canada-U.S. air cargo mutual recognition agreement in April 2015; and
     - Making progress on expanding the agreement to also recognize the screening and security controls performed by entities earlier in the air cargo supply chain (e.g.: shippers); and
     - Continuing to working jointly with the CBSA to align industry requirements for the Pre-Load Air Cargo Targeting[lxiv] (PACT) pilot project with pilots in the U.S. and Europe as PACT continues to demonstrate effective use of advance cargo information as an additional layer of aviation security (P1.1 and P3.6).

Priority	Type	Strategic Outcomes and Programs
Ensure that Transport Canada's policies, programs and activities will meet the needs of the transportation system in the long-term	Ongoing	SO1: An Efficient Transportation System (All Programs) SO2: A Clean Transportation System (All Programs) SO3: A Safe and Secure Transportation System (Program 3.6) Program 4: Internal Services (IS)

Description

Transportation is essential for Canada's social and economic prosperity. This priority will ensure that our approaches continue to be relevant, meet the needs of the transportation sector and consider social, economic and environmental objectives.

Planned Initiatives	Start Date	End Date	Status	Link to Organization's Program(s)
1) Develop a plan to address the recommendations from the *Canada Transportation Act* (CTA) Review;	2015-04 2016-01	Ongoing Ongoing	Ongoing Ongoing	P4 (IS) P4 (IS)
2) Adopt strategies to ensure the strong management of transportation assets including:				
a) developing a long-term airports strategy;	2016-02 2014-05	Ongoing 2015-05	Ongoing Postponed	P1.1 P1.3
b) refining and adopting the new asset management strategy for ports; and	2014-03	2020-03	Ongoing	P1.3
c) developing long-term strategies for ferry and air services;	2016-02 2014-03	Ongoing Ongoing	Ongoing Ongoing	P1.1 P1.3
3) Strengthen knowledge and capacity relating to climate change adaptation, and integrate these	N/A[8]	Ongoing	Ongoing	P2.2

[8] N/A = Not applicable or date is not available.

considerations into decision making;				
4) Reduce greenhouse gas and air pollutant emissions from the transport sector by further developing Transportation Sector regulations and implementing clean transportation initiatives that can also contribute to economic and safety objectives; and	2011-04	2019-03	Ongoing[9]	P2.1 and P2.3
5) Support good corporate governance of Crown corporations and other arm's-length entities in the Transport Portfolio to contribute to achievement of their public policy and commercial objectives.	N/A	Ongoing	Ongoing	P4 (IS)

Progress Toward the Priority

1) With regard to developing a plan to address the recommendations from the *Canada Transportation Act* (CTA) Review, tabled in Parliament on February 25, 2016, we:
   - Prioritized the forthcoming engagement with stakeholders and Canadians in 2016 to shape the Government's long-term transportation agenda (P4 - IS);
   - Developed a communications strategy and website for discussing the CTA Review report's recommendations (P4 - IS); and
   - Developed an engagement process with Canadians, stakeholders and the provinces and territories to inform the development of a long-term agenda for transportation in Canada, by:
     - Hearing their views on the CTA Review report and further explore and expand on issues it raises;
     - Discussing ideas on what the transportation system should be in the future; and
     - Identifying priority areas for action over the short- to medium-term to achieve that goal. (P4 - IS).

2) With regard to adopting strategies to ensure strong transportation asset management, we:
   a) Engaged with the air sector on the CTA Review recommendations (P1.1); and

[9] Extended funding provided in Budget 2016.

As part of the development of a long-term airport assets management strategy in 2015-16, consideration is being given to the recommendations of the CTA Review in relation to adopting future airport asset management strategies (P1.3).

b) Announced the new Ports Asset Transfer Program[lxv] on April 24, 2015. Stage 1 of the sales phase was launched in June 2015 and the divestiture phase began on January 6, 2016. Ports move from one phase to another on a port-by-port basis (P1.3).

c) Continued our analysis of policy frameworks on consumer protection and foreign ownership for air services that began before the release of the *Canada Transportation Act* Review Report. We then initiated discussions with the air sector, based upon the Report's recommendations (P1.1); and

For ferry services we:
- Renewed the Ferry Services Contribution Program, which supports three services within Atlantic Canada and Eastern Quebec; and
- Replaced the MV[10] *Princess of Acadia* with the MV *Fundy Rose* on the Saint John-Digby route in July 2015 (P1.1 and P1.3).

With regard to developing long-term strategies for air services, we focussed our analyses on prominent air policy issues (e.g. expanded bilateral agreements), which will help us to consider CTA Review recommendations (P1.3).

3) The National Aerial Surveillance Program continued to monitor traffic in the Arctic during the Arctic shipping season to enforce domestic pollution prevention. The need for suitable infrastructure will be important in helping communities in Canada's North to adapt to a changing climate (P2.2).

4) With regard to reducing greenhouse gas and air pollutant emissions from the transport sector by further developing Transportation Sector regulations and implementing clean transportation initiatives that can also contribute to economic and safety objectives, we:
   - Continued to actively participate in the International Maritime Organization[lxvi]'s Committees to:
     - Address air pollutant, greenhouse gas emissions and short-lived climate pollutant emissions from international maritime transportation; and
     - Contribute to relevant meetings and working and correspondence groups;
   - Led the Government of Canada's participation at the International Civil Aviation Organization[lxvii] (ICAO) to reduce the impact of international aviation on the environment by:
     - Addressing air pollutant and greenhouse gas emissions from international aviation; and
     - Providing advice, leadership and Canadian context;
   - Published the 2014 Annual Report and the 2015 update to Canada's Action Plan to Reduce Greenhouse Gas Emissions from Aviation[lxviii];
   - Further developed the proposed *Locomotive Emissions Regulations*[lxix] that will help to reduce criteria for air contaminant emissions from locomotives in

[10] MV = Motor Vessel

Canada. We expect their pre-publication in Canada Gazette, Part I to occur in fiscal 2016-17;

- Continued to work with:
  - The provinces and territories to update and/or create new standards and codes to ensure the safe use of alternative fuels for motor vehicles;
  - The United States National Highway Traffic Safety Administration[lxx] and the United Nations World Forum for the Harmonization of Vehicle Regulations[lxxi] to develop and update international regulations related to:
    - Tire and hydrogen safety;
    - The safety of visually impaired pedestrians in relation to the use of electric and electric hybrid quiet vehicles; and
    - The safety of electrical energy storage systems for such vehicles;
- Conducted an annual review of the ecoTECHNOLOGY for Vehicles program[lxxii]'s technology and environmental scan to update/revise technology focus;
- Completed two projects under the Shore Power Technology for Ports[lxxiii] program with:
  - The Port of Halifax[lxxiv] (Halifax Port Authority); and
  - British Columbia Ferry Services[lxxv] (BC Ferries); and

  Two additional projects are underway with the:
  - Montreal Port Authority[lxxvi] for cruise ships at the Alexandra pier; and
  - Vancouver Fraser Port Authority for two container ship terminals (Centerm and Delta Port);
- Signed two project contribution agreements with the Logistics and Transportation Metropolitan Cluster of Montreal[lxxvii] (CargoM) as part of the Truck Reservation Systems program to:
  - Introduce a "Fast Lane" at the Port of Montreal; and
  - Install Global Positioning System (GPS) devices on trucks to better track drayage[11] movements at the Port of Montreal and its surrounding logistics hubs.

  Together, both projects allow for:
  - Greater efficiency in moving trucks into and out of terminal facilities at container ports and the surrounding logistics hubs; and
  - Reduced truck idling; and
- Pursued discussions with stakeholders through the Gateway Carbon Footprint Initiative to measure ongoing interest in the initiative and identify:
  - Data needs; and
  - Potential areas of improvement (P2.1).
- Continued establishing the North American Emission Control Area[lxxviii], and introduced strict standards limiting nitrogen oxides emissions from vessels in accordance with the *Vessel Pollution and Dangerous Chemical Regulations*[lxxix] (P2.3).

5) The Department supported the Minister in promoting good corporate governance of Crown corporations and other arm's-length entities in the transport portfolio by:

[11] Drayage is the transport of goods over a short distance, often as part of a longer overall move and is typically completed in a single work shift.

- Adopting the government's new open, transparent and merit-based Governor in Council appointments policy[lxxx], which the Prime Minister announced on February 25, 2016;
- Challenging and facilitating Treasury Board consideration of Crown corporations' corporate plans;
- Assisting Crown corporations secure federal infrastructure funding in Budget 2016[lxxxi]; and
- Facilitating the:
  - Minister's approval and tabling of corporate plan summaries in Parliament; and
  - Tabling of Crown corporations' annual reports in Parliament (P4 - IS).

Priority	Type	Strategic Outcomes and Programs
Adopt the Government of Canada's efficiency and renewal measures	Previously Committed	All SOs[12] and Programs

Description

The Government of Canada recognizes the need to adapt to the world's rapid rate of change that values innovation, agility and productivity, with the dual goals of improved service and greater efficiency.

Planned Initiatives	Start Date	End Date	Status	Link to Organization's Program(s)
1) Engage employees to improve the public service of the future via the implementation of portfolio Destination 2020 initiatives and contributions to whole-of-government Destination 2020 initiatives;	2015-04	Ongoing	Ongoing	P4 (IS)
2) Contribute to and adopt whole-of-government transformation initiatives to improve efficiency of internal services (e.g., Finance and HR Transformation, Web Renewal, Service Improvements, E-mail Transformation);	2014-04	Ongoing	Ongoing	P4 (IS)
3) Enhance our people management activities to support a productive, high-performing public service by: a) aligning our human resources planning, with a focus on recruitment, retention and employee development efforts, to current and future needs; and b) leveraging talent and performance management activities to address employee promotional and mobility opportunities while addressing the department's succession	N/A N/A	Ongoing Ongoing	Ongoing Ongoing	P4 (IS) P4 (IS)

[12] While all SOs provided input to this priority's Planned Initiatives, Internal Services was the lead for them.

requirements and knowledge transfer needs with initiatives such as the TC Talent Network[13] and the Leadership Development Initiative; and				
4) Enhance the efficiency and capacity of information management systems to ensure completeness, consistency, reliability and "shareability" of data, via the implementation of an integrated Information Management (IM)/Information Technology (IT) strategy that better supports the delivery of our programs and services[14]	2014-03	Ongoing	Ongoing	P4 (IS)

Progress Toward the Priority

1) With regard to engaging employees to improve the public service of the future via portfolio Destination 2020 initiatives and contributions to whole-of-government Destination 2020 initiatives we:
   - Supported the Government of Canada's Destination 2020 by partnering with the Community of Federal Regulators and 19 other regulatory departments to identify common business requirements to enhance technology for inspectors;
   - Organized a Networking Fair to allow participants to expand their professional networks, meet new colleagues and learn about different functions in each other's groups; and
   - Added a new tool to our social media platform, namely the "*my*TC (Intranet) Talent Network", to help:
     - Employees with finding a coach, a mentor or a colleague with similar interests; and
     - Managers to find employees with the skills they need for at-level assignments or projects (P4 - IS).

2) Transport Canada continued to support government direction by working with Shared Services Canada[lxxxii] (SSC), Treasury Board Secretariat[lxxxiii] (TBS) and other departments to move forward on the following Government of Canada enterprise initiatives:
   - Email Transformation Initiative: Planned migration of TC's more than 6,000 email addresses to @canada.ca was delayed by SSC and is projected to take place in 2016-17.
   - Transition to the Government of Canada (GC) Human Resources System (PeopleSoft) and Financial System (SAP): We began preliminary planning and held initial discussions with stakeholders. We expect to move forward with an investment proposal supporting

[13] The myTC Talent Network is an internal social media platform that captures employees' knowledge, skills, competencies, work experiences and career development interests. It will provide employees' with opportunities to further develop their skills and competencies by offering development assignments, coaching, mentoring and workshops.

[14] The Leadership Development Initiative gives employees opportunities to develop their skills and competencies by offering development assignments, coaching, mentoring and workshops.

the transition to myGCHR (PeopleSoft) in 2017-18, with the financial system transition (SAP) to follow at a future date;

- Migration to GCDOCS: To-date, we have conducted a pre-project assessment and analysis to examine the project's scope and its requirements. We expect to move forward with an investment proposal supporting the transition to GCDOCS in 2017-18; and Migration of Government of Canada websites to Canada.ca[lxxxiv]: Transport Canada gained an official presence on the Canada.ca website on September 30, 2015. We are on track to meet the December 2016 deadline to ensure that all in-scope web applications are using the new centrally deployed Canada.ca templates provided by TBS. Several applications have already been brought into compliance. We expect the migration of Transport Canada's web pages to begin transitioning to Canada.ca in September 2016, with final completion in December 2017 (P4 - IS).

3) With regard to enhancing our people management activities to support a productive, high-performing public service:
   a) We aligned our human resources planning to current and future needs, and this is something we do on an ongoing basis. Various measures were put forward to address the Department's recruitment, retention and employee development efforts including:
      - Targeted recruitment strategies; and
      - The use of social media tools for branding and recruitment (P4 - IS).

   b) The "myTC Talent Network" platform is an internal social media platform where managers can seek individuals to fill positions of a temporary nature. By the end of fiscal 2015-16, approximately 22% of our employees had registered in the network.

      The Leadership Development Initiative (LDI) provides employees seeking to advance their careers with opportunities to develop their leadership skills by offering assignments, coaching, mentoring and leadership workshops. There were 13 participants in the LDI in fiscal 2015-16. (P4 - IS).

4) Regarding TC's efforts to enhance the efficiency and capacity of information management systems to ensure data completeness, consistency, reliability and "shareability":
   - Open Government Implementation Plan: Our Deputy Minister approved the Plan in October 2015. We expect the public release to follow in mid-2016 with a first annual update by October 31, 2016.
   - Mobility: We launched this initiative as part of the Government of Canada's Destination 2020 plan to modernize business processes and help inspectors work more efficiently by using mobile technologies in the field. The objective is to provide:
     - Cost-effective and efficient mobile technology for our inspectors to allow one-time data entry; and
     - Provide real-time data management.

   The project is following a five-phased approach. Phases one and two were completed in March 2015 and in June 2015 respectively (P4 - IS).

Section II: Expenditure Overview

Actual Expenditures

The following table gives a summary of Transport Canada's total budgetary financial resources for the fiscal year 2015–16. For more details on financial resources, including adjustments, please visit the Transport Canada website[lxxxv].

Budgetary Financial Resources (dollars)

2015–16 Main Estimates	2015–16 Planned Spending	2015–16 Total Authorities (Available for Use)	2015–16 Actual Spending (authorities used)	Difference (planned minus actual)
1,615,012,278	1,615,012,278	1,804,500,222	1,569,127,062	45,885,216

The variance between planned and actual spending is attributable to a number of factors including lower than anticipated planned spending under the Gateways and Border Crossing Program, particularly as a result of:

- Delivery delays of infrastructure projects related to the Gateways and Border Crossings Fund[lxxxvi]; and
- Delays in property acquisition associated with the Gordie Howe International Bridge.

This surplus was partially offset by unplanned expenditures for items such as:

- The costs associated with a one-time, out-of-court settlement; and
- New initiatives funded through Budget 2016 such as the Federal Infrastructure Initiative that were not included in the 2015-16 plans.

We remained committed to delivering on our mandate while also ensuring continued prudent and responsible management of resources. The Department needed to consider options to re-allocate spending from lower priorities to higher priorities so that we could deliver on our core priorities in 2015-16, while remaining within budgetary appropriations.

The following table provides a summary of Transport Canada's total human resources (Full-time equivalents-FTEs) for the fiscal year 2015-16.

Human Resources

2015-16 Planned	2015-16 Actual	Difference (planned minus actual)
5,243	5,263	(20)

The planned FTE information in Transport Canada's Departmental Performance Report (5,243 FTEs in 2015–16) is mostly based on historical information and government decisions that either increase (e.g., new programs) or decrease (change in mandate or priorities) the number of TC employees.

Budgetary Performance Summary

The following tables present the:

- Planned spending for 2015–16 and for the next two fiscal years, by Program, in support of each Strategic Outcome;
- Total actual Departmental spending for all Programs for 2015–16 and for the previous two fiscal years; and
- Program contribution alignments of Strategic Outcomes 1, 2 and 3 to the Government of Canada outcomes.

Planned spending includes Operating, Capital, Grants and Contributions and Statutory Votes as per the Main Estimates. For explanations of planned spending, please consult Transport Canada's 2015-16 Report on Plans and Priorities.

Total Authorities (available for use) represent the year-end budgets as per Public Accounts. It includes Operating, Capital, Grants and Contributions and Statutory Votes as well as all frozen allotments.

Actual Spending (authorities used) represents the spending for the full fiscal year as per Public Accounts, which includes expenditures in the Operating, Capital, Grants and Contributions and Statutory Votes.

As the tables in Section II illustrate, some Programs appear to have exceeded the total resources available for their Program. A contributing factor to the variances is that the planned spending figures do not reflect internal realignments deemed necessary to fund emerging issues, departmental priorities and adjustments in program delivery.

Program Name and Number	Government of Canada Outcomes [lxxxvii]	2013-14 Expenditures	2014-15 Expenditures	2015-16 Planned Spending	2015-16 Main Estimates	2015-16 Total Authorities	2015-16 Actual Spending	2016-17 Planned Spending	2017-18 Planned Spending
Strategic Outcome 1 (SO1): An Efficient Transportation System [15]									
1.1 Transportation Marketplace Frameworks	A fair and secure marketplace	11,917,295	28,290,806	24,473,890	24,473,890	25,633,462	26,968,970	21,711,678	21,691,405
1.2 Gateways and Corridors	Strong economic growth	336,988,453	448,362,484	576,569,290	576,569,290	573,185,796	405,981,642	259,603,003	73,688,846
1.3 Transportation Infrastructure	An innovative and knowledge-based economy	363,848,205	455,366,393	399,495,001	399,495,001	460,209,499	412,254,667	415,437,562	338,824,026
1.4 Transportation Analysis and Innovation	An innovative and knowledge-based economy	12,885,608	0	0	0	0	0	0	0
	SO1 Total:	**725,639,561**	**932,019,683**	**1,000,538,181**	**1,000,538,181**	**1,059,028,757**	**845,205,279**	**696,752,243**	**434,204,277**
Strategic Outcome 2 (SO2): A Clean Transportation System									
2.1 Clean Air from Transportation	A clean and healthy environment	27,755,589	24,011,027	29,417,677	29,417,677	30,427,629	16,606,208	12,017,045	1,891,550
2.2 Clean Water from Transportation	A clean and healthy environment	16,198,195	24,421,705	31,902,400	31,902,400	33,223,348	26,686,601	29,181,758	18,477,551

[15] Program 1.4 Transportation Analysis and Innovation was transferred under Program 1.1 Transportation Marketplace Frameworks, to create a new sub-Program 1.1.5 Transportation Analysis and Innovation.

Program Name and Number	Government of Canada Outcomes[lxxxvii]	2013-14 Expenditures	2014-15 Expenditures	2015-16 Planned Spending	2015-16 Main Estimates	2015-16 Total Authorities	2015-16 Actual Spending	2016-17 Planned Spending	2017-18 Planned Spending
2.3 Environmental Stewardship Of Transportation	A clean and healthy environment	29,431,954	44,745,522	33,906,726	33,906,726	39,539,314	42,227,322	13,132,224	13,682,558
	SO2 Total:	**73,385,738**	**93,178,254**	**95,226,803**	**95,226,803**	**103,190,291**	**85,520,131**	**54,331,027**	**34,051,659**
Strategic Outcome 3 (SO3): A Safe and Secure Transportation System									
3.1 Aviation Safety[16]	A safe and secure Canada	184,628,770	188,941,065	173,447,956	173,447,956	197,300,810	181,487,089	179,090,581	207,063,210
3.2 Marine Safety	A safe and secure Canada	59,638,305	69,847,859	57,475,536	57,475,536	64,208,442	66,315,354	56,814,328	54,016,429
3.3 Rail Safety	A safe and secure Canada	29,250,946	35,333,175	35,707,671	35,707,671	112,585,225	110,551,604	35,124,187	35,124,187
3.4 Motor Vehicle Safety	A safe and secure Canada	26,152,233	25,940,392	22,723,248	22,723,248	26,544,112	23,671,194	22,077,988	20,498,202
3.5 Transportation of Dangerous Goods	A safe and secure Canada	14,663,095	22,740,646	15,322,623	15,322,623	18,146,685	26,620,570	15,841,719	15,939,456
3.6 Aviation Security	A safe and secure Canada	29,743,295	32,722,389	29,791,738	29,791,738	31,592,193	29,041,124	29,781,105	29,770,900
3.7 Marine Security	A safe and secure Canada	12,331,970	14,429,160	12,872,129	12,872,129	13,123,766	12,260,662	12,950,665	12,818,042

[16] In 2014-15, the Airports Capital Assistance Program was transferred to Program 1.3's (Transportation Infrastructure) Sub-Sub-Program 1.3.1.3 Small Aerodrome support.

Program Name and Number	Government of Canada Outcomes[hoorvii]	2013-14 Expenditures	2014-15 Expenditures	2015-16 Planned Spending	2015-16 Main Estimates	2015-16 Total Authorities	2015-16 Actual Spending	2016-17 Planned Spending	2017-18 Planned Spending
3.8 Surface and Intermodal Security	A safe and secure Canada	4,280,788	5,096,531	4,703,731	4,703,731	4,835,770	5,049,956	4,586,439	4,586,439
3.9 Multimodal Safety and Security	A safe and secure Canada	10,722,526	19,315,574	10,890,897	10,890,897	13,166,104	19,771,236	11,363,639	10,889,503
SO3 Total:		371,411,928	414,366,791	362,935,529	362,935,529	481,503,107	474,768,789	367,630,651	390,706,368
4: Internal Services (IS)									
IS Total:		**170,195,608**	**165,516,583**	**156,311,765**	**156,311,765**	**160,778,067**	**163,632,863**	**147,193,676**	**143,975,701**
GRAND TOTAL[17]:		1,340,632,835	1,605,081,311	1,615,012,278	1,615,012,278	1,804,500,222	1,569,127,062	1,265,907,597	1,002,938,005

[17] Due to rounding, column totals shown may not be exact.

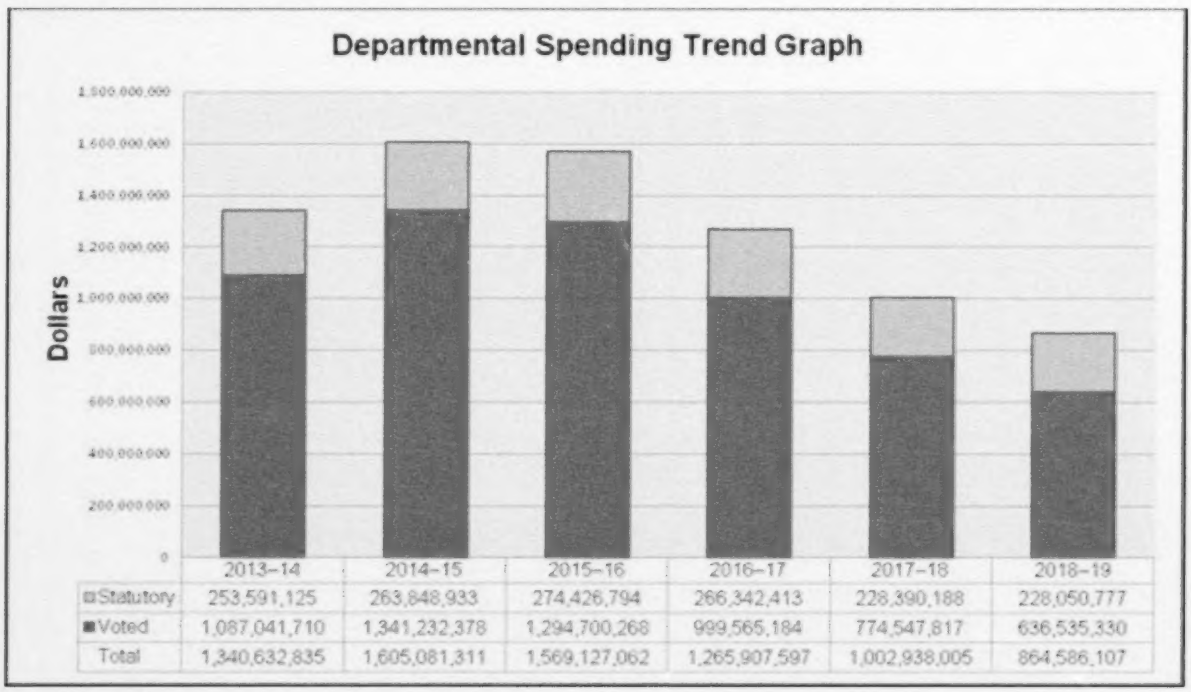
Departmental Spending Trend

Figure 3 below shows Transport Canada's spending profile from 2013-14 to 2018-19. The profile shows expenditures of $1,341 million in 2013-14, $1,605 million in 2014-15 and $1,569 million in 2015-16. The increase since 2013-14 is mostly attributable to the expenditures for one of the Department's major initiatives, the Gateways and Border Crossings Fund as well as spending on one-time initiatives such as the purchase of a ferry vessel (2014-15) and the costs related to an out-of-court settlement (2015-16).

Transport Canada's planned spending decreases to $1,266 million in 2016-17, $1,003 million in 2017-18 and $865 million in 2018-19. The decrease from 2015-16 to 2016-17 is the result of reduced spending plans on initiatives such as the Federal Contaminated Sites Action Plan[lxxxviii], the Next Generation of Clean Transportation[lxxxix], the Ferry Services Contribution Program[xc], and the Ports Asset Transfer Program, as they approach or reach their maturity dates (Funding received from Budget 2016 is not included in planned spending at this time).

Other factors contributing to the decrease include the transfer of the Gordie Howe International Bridge project (previously called the Detroit River International Crossing) and team to Infrastructure Canada as well as a one-time, out-of-court settlement included in the 2015-16 expenditures. Overall, spending plans continue to decline after 2016-17 mostly as a result of a reduction in planned spending for the Asia Pacific Gateway and Corridor Initiative[xci], the Gateways and Border Crossings Fund, and the Federal Infrastructure Initiative as these reach their maturity dates.

Figure 3: Spending Trend for Transport Canada



	2013–14	2014–15	2015–16	2016–17	2017–18	2018–19
Statutory	253,591,125	263,848,933	274,426,794	266,342,413	228,390,188	228,050,777
Voted	1,087,041,710	1,341,232,378	1,294,700,268	999,565,184	774,547,817	636,535,330
Total	1,340,632,835	1,605,081,311	1,569,127,062	1,265,907,597	1,002,938,005	864,586,107

Expenditures by Vote

For information on Transport Canada's organizational voted and statutory expenditures, consult the Public Accounts of Canada[xcii], which is available on the Public Services and Procurement Canada website.

Alignment of Spending with the Whole-of-Government Framework

2015–16 Actual Spending by Whole-of-Government Framework[xciii] Spending Area (dollars)[18]

Spending Area	Government of Canada Outcome	Total Planned Spending	Total Actual Spending
Economic Affairs	A fair and secure marketplace	24,473,890	26,968,970
	Strong economic growth	976,064,291	818,236,309
	A clean and healthy environment	95,226,803	85,520,131
Social Affairs	A safe and secure Canada	362,935,529	474,768,789
International Affairs	Not applicable	0	0
Government Affairs	Not applicable	0	0

Financial Statements and Financial Statements Highlights

Transport Canada
Condensed Statement of Operations (unaudited)
For the Year Ended March 31, 2016
(thousands of dollars)

Financial Information	2015–16 Planned Results	2015–16 Actual	2014–15 Actual	Difference (2015–16 actual minus 2015–16 planned)	Difference (2015–16 actual minus 2014–15 actual)
Total expenses	1,775,573	1,735,667	1,765,590	(39,906)	(29,923)
Total revenues	81,210	83,791	89,385	2,581	(5,594)
Net cost of operations before government funding and transfers	1,694,363	1,651,876	1,676,205	(42,487)	(24,329)

[18] Excludes Internal Services

Transport Canada
Condensed Statement of Financial Position (unaudited)
As at March 31, 2016 (thousands of dollars)

Financial Information	2015–16	2014–15	Difference (2015–16 minus 2014–15)
Total net liabilities	1,357,053	1,883,043	(525,990)
Total net financial assets	476,149	976,643	(500,494)
Departmental net debt	880,904	906,400	(25,496)
Total non-financial assets	2,238,332	2,257,886	(19,554)
Departmental net financial position	1,357,428	1,351,486	5,942

Transport Canada's financial reports are available on our website[xciv].

Section III: Analysis of Programs and Internal Services

Transport Canada has three Strategic Outcomes that reflect long-term and enduring benefits to Canadians that stem from its raison d'être and vision. As we strive towards these outcomes, Transport Canada can report progress in relation to expected results[19], performance indicators[20] and targets[21] in line with the Program Alignment Architecture (PAA). What distinguishes the different levels of a PAA is the scope and reach of the Programs at those levels. The Program level has a broad scope and area of societal intervention, while the Sub-Program (SP) and Sub-Sub-Program (SSP) levels have a more limited and specific focus on a smaller target group and area of intervention.

This section:

- Describes how Transport Canada met the expected results indicated in the 2015–16 Report on Plans and Priorities; and
- Presents the financial and non-financial resources dedicated to each Program.

[19] An expected result is an outcome towards which Transport Canada is contributing through various activities in its Program Alignment Architecture.
[20] A performance indicator is a statistic or parameter that, tracked over time, provides information on trends in the status of a program.
[21] A target is a specific performance goal tied to a performance indicator against which actual performance will be compared.

Strategic Outcome 1: An Efficient Transportation System

An efficient transportation system supports trade, economic prosperity and a better quality of life through low costs, high productivity, the best use of all modes and innovation in transportation. Transport Canada promotes an efficient transportation system in Canada by: modernizing marketplace frameworks so that the transportation sector can adapt, innovate and remain competitive; implementing gateways and corridors initiatives; ensuring the renewal of federal transportation infrastructure; encouraging innovation in the transportation sector; and partnering with provinces, territories, municipal governments, and public and private sector entities in various transportation initiatives.

The following Programs support this Strategic Outcome:

Program 1.1: Transportation Marketplace Frameworks

Description: The Transportation Marketplace Frameworks Program encourages transportation efficiency by fostering a competitive and viable transportation sector. The Program: sets regimes governing the economic behaviour of carriers in all modes of transportation; sets the rules of governance for all the transportation infrastructure providers falling under federal authority; monitors, analyzes, researches, and reports on the transportation system; promotes innovation in transportation; enables access to transportation for Canadians; represents the interests of Canada in trade negotiations, international transportation fora and other international bodies; promotes access to markets in the context of international trade; fosters greater cooperation to support economic activity; and fulfills certain federal responsibilities with regard to the *International Bridges and Tunnels Act*[xcv].

Performance Analysis and Lessons Learned

In Transport Canada's 2015-16 Report on Plans and Priorities, the Transportation Marketplace Frameworks Program, along with our lower level Sub-Programs, identified a number of key Planning Highlights. During the fiscal 2015-16 year, our Program recorded the following achievements as we:

- Continued to exchange information and to give advice on developing performance metrics via the Commodity Supply Chain Table, which was launched in June 2014 to provide a forum for stakeholders to address issues particular to rail-based commodity supply chains. The Table held two meetings, one in Montreal in June 2015 and one in Ottawa in February 2016. In addition to promoting a continued dialogue among supply chain participants, work has continued, in collaboration with industry stakeholders, on the development of supply chain performance metrics;
- Issued in November 2015, the Ministerial decision to grant an indemnity[22] to aviation industry participants, under the *Aviation Indemnity Act*[xcvi], until June 30, 2016 to provide industry time to acquire commercial insurance coverage;
- Developed and brought forward a strengthened rail liability and compensation regime under the *Safe and Accountable Rail Act*[xcvii] (received Royal Assent on June 18, 2015) and undertook policy analysis and development to support a competitive and efficient freight rail system;
- Completed projects funded through the Northern Transportation Adaptation Initiative[xcviii]. This included:

[22] An indemnity is a sum of money paid as compensation for a loss or burden.

  - Installing two test sites along the Inuvik to Tuktoyaktuk Highway[xcix] and the first phase of data collection to assess adaptive measures (i.e. including multiple layered geotextiles to wick moisture away from the highway embankment and alternative culvert structures);
  - Assessing the vulnerability of three northern airports to the impacts of climate change; and
  - Evaluating satellite-based remote sensing technologies to monitor permafrost conditions along northern roads;
- Helped implement the Comprehensive Economic and Trade Agreement[c] (CETA) and gave input to other government departments and agencies moving forward in their implementation. We also established a Government/Industry Working Group on CETA Implementation to inform the marine industry of CETA outcomes and to discuss technical issues to inform legislative amendments;
- Worked with Infrastructure Canada to develop an infrastructure ferry category under the New Building Canada Fund;
- Published regulations for liquefied natural gas facilities on federal port lands in Canada Gazette I. We received comments and incorporated amendments to the regulations;
- Provided support for the implementation of the new land, rail, marine and air preclearance agreement with the U.S.; and
- Completed public consultations[ci] on an application under the *International Bridges and Tunnels Act* to replace the Ambassador Bridge.

2015-16 Budgetary Financial Resources (in dollars[23]) – For Program

Main Estimates	Planned Spending	Total Authorities Available for Use	Actual Spending (authorities used)	Difference (planned minus actual)
24,473,890	24,473,890	25,633,462	26,968,970	(2,495,080)

2015-16 Human Resources (Full–time Equivalents (FTEs)) – For Program

Planned	Actual	Difference (planned minus actual)
160	173	(13)

Please refer to Section II: Expenditure Overview for budgetary financial and human resources variance explanations.

Performance Results – For Program

Expected Results	Performance Indicators	Targets	Actual Results
1.1 Transportation Marketplace Frameworks			
a) A competitive transportation sector	Rail freight transportation intensity (tonne-km per locomotive) (Transportation intensity represents system usage)	120,917,636	149,337,129
b) A competitive transportation sector	Truck freight transportation intensity (tonne-km per heavy vehicle) (Transportation intensity represents system usage)	1,662,130	1,853,430

[23] Due to rounding, column totals shown in all tables may not be exact.

Expected Results	Performance Indicators	Targets	Actual Results
c) A competitive transportation sector	Marine freight transportation intensity (tonne-km per port call) (Transportation intensity represents system usage)	2,895	2,871
d) A competitive transportation sector	Air passenger transportation intensity (passenger-km per seat-km) (Transportation intensity represents system usage)	0.79	0.83
e) A competitive transportation sector	Rail passenger transportation intensity (passengers per available seat) (Transportation intensity represents system usage)	0.59	0.57

Explanation of Variance

a) 2014 data[24]: The number of locomotives in service fell by 11% while traffic (tonne-km) increased by over 8%. A bumper crop produced a major increase in grain shipments.

b) 2014 data: The number of trucking shipments increased by 4% while the total tonnage moved increased by 7.9%. Growth in the for-hire trucking fleet size (estimated) was lower, meaning there was greater utilization of the existing fleet.

c) Estimated for 2014 using 2011 baseline: The target was missed very slightly due to an estimated decrease in overall tonnage of 0.6%.

d) 2015 data: In 2015, available seat kilometres and revenue passenger-km grew both in the domestic and international sectors by just over 4%. Domestic load factors dropped, while international load factors went up slightly. As a result, the combined (domestic plus international) overall load factor has been nearly unchanged since 2012.

e) 2015 data: While the number of passengers grew by 0.4% from 2014, the number of available seats grew by 8.6%, which led to less full trains on average.

Program 1.2: **Gateways and Corridors**

Description: Canada is a trading nation, and the efficiency and reliability of the transportation system to support this trade impacts directly on the nation's prosperity and well-being. For this reason, it is imperative that the federal government play a role in the development of an integrated transportation network linking importers and exporters to markets and suppliers in the increasingly complex global supply chains. Guided by the National Policy Framework for Strategic Gateways and Corridors[cii], the Gateways and Corridors Program supports Canada's international commerce by creating a more efficient, reliable and seamless trade-related transport system in Canada. The Program: develops initiatives to improve and integrate transportation networks in key regions; fosters partnerships between all levels of government and the private sector; supports and oversees projects that contribute to the increased capacity and efficiency of gateway and corridor infrastructure; develops and puts in place measures that remove impediments to the effective development of gateways and corridors; and markets the use of gateways and corridors within Canada and internationally.

[24] Applicable to all Programs: For some performance indicators, there is a one or more year lag in terms of producing data results.

Performance Analysis and Lessons Learned

In Transport Canada's 2015-16 Report on Plans and Priorities, the Gateways and Corridors Program, along with our lower level Sub-Programs, identified a number of key Planning Highlights. During the fiscal 2015-16 year, our Program recorded the following achievements as we:

- Continued to support the development of the Asia-Pacific Economic Cooperation Port Services Network[ciii] (APSN) by:
  - Providing technical support to the APSN Secretariat;
  - Promoting the organization and its benefits in the region; and
  - Continuing to hold the Presidency of the APSN Council, since it began in 2008.
- Promoted Canada's Gateways as an efficient, reliable and secure transportation solution to domestic and international audiences through a number of marketing activities and communications materials, including:
  - Providing funding to project proponents for marketing initiatives under Atlantic Gateway International Marketing, a component of the Gateways and Border Crossings Fund;
  - Completing eight and announcing nine new Asia-Pacific Gateway and Corridor Initiative[civ] infrastructure projects, to support trade and economic growth; and
  - Supporting domestic and international events such as Cargo Logistics Canada[cv], Breakbulk Europe/Americas[cvi], the Great Lakes Economic Forum[cvii] and Saint John[cviii] and Halifax[cix] Port Days;
- Continued our ongoing Memorandum of Understanding (MoU) collaboration with other countries, including:
  - Co-hosting the third Canada-China Trade Logistics Policy Forum in Xi'an, China under the MoU on Trade Logistics Cooperation with the National Development and Reform Commission of China; and
  - Advancing commitments under the MoU and Action Plan on Cooperation in the Field of Transportation with South Korea, in March 2016.

2015-16 Budgetary Financial Resources (in dollars) – For Program

Main Estimates	Planned Spending	Total Authorities Available for Use	Actual Spending (authorities used)	Difference (planned minus actual)
576,569,290	576,569,290	573,185,796	405,981,642	170,587,648

2015-16 Human Resources (Full –time Equivalents (FTEs)) – For Program

Planned	Actual	Difference (planned minus actual)
45	33	12

Please refer to Section II: Expenditure Overview for budgetary financial and human resources variance explanations.

Performance Results – For Program

Expected Results	Performance Indicators	Targets	Actual Results
1.2 Gateways and Corridors			
Gateways and corridors are efficient	Total average landside transit time (number of days) of international containerized freight using Canada's strategic gateways and trade corridors	7.0 days of average landside transit with a standard deviation of 0.4 days	Average of 8.4 days, standard deviation of 1 day

Explanation of Variance

West Coast operational issues dominated the performance of the aggregate system in the first and second quarter, while poor performance at Port of Montreal affected transit time in the second and third quarter.

Program 1.3: **Transportation Infrastructure**

Description: The Transportation Infrastructure Program oversees, funds and manages multimodal transportation infrastructure under Transport Canada's mandate to improve efficiency and service delivery for the benefit of Canadian taxpayers. The Program acts as the steward of certain commercial transportation assets operated by third parties on behalf of the federal government (airport authorities, port authorities, federal bridges, VIA Rail[cx], St. Lawrence Seaway Management Corporation, Marine Atlantic[cxi]); provides funding for Canada's strategic transportation infrastructure to support federal objectives; and develops transportation infrastructure policy through consultation with stakeholders. It also manages Transport Canada ports and airports, supports essential services in remote communities, manages legacy commitments, and divests assets where possible.

Performance Analysis and Lessons Learned

In Transport Canada's 2015-16 Report on Plans and Priorities, the Transportation Infrastructure Program, along with our lower level Sub-Programs and Sub-Sub-Programs, identified a number of key Planning Highlights. During the fiscal 2015-16 year, our Program recorded the following achievements as we:

- Implemented the Asset Management Strategy for Transport Canada-owned ports through the Ports Asset Transfer Program, in April 2015. The roll-out of the Program began in fiscal 2015-16 and will continue until fiscal 2019-20; and
- Replaced the MV[25] *Princess of Acadia* by the MV *Fundy Rose* on the Saint-John-Digby route in July 2015, and it is operated by Bay Ferries Limited[cxii].

While we did not complete the development of a long-term airport assets management strategy as originally planned for fiscal 2015-16, we will consider the recommendations of the *Canada Transportation Act* Review in relation to the adoption of future airport asset management strategies.

[25] MV = Motor Vessel

2015-16 Budgetary Financial Resources (in dollars) – For Program

Main Estimates	Planned Spending	Total Authorities Available for Use	Actual Spending (authorities used)	Difference (planned minus actual)
399,495,001	399,495,001	460,209,499	412,254,667	(12,759,666)

2015-16 Human Resources (Full –time Equivalents (FTEs)) – For Program

Planned	Actual	Difference (planned minus actual)
242	251	(9)

Please refer to Section II: Expenditure Overview for budgetary financial and human resources variance explanations.

Performance Results – For Program

Expected Results	Performance Indicators	Targets	Actual Results
1.3 Transportation Infrastructure			
Federally funded infrastructure is operational	Percentage of federally funded transportation infrastructure that meets annually established operational targets	100%	100%

Strategic Outcome 2: **A Clean Transportation System**

Transport Canada promotes a clean transportation system in Canada. This Strategic Outcome: advances the federal government's environmental agenda in the transportation sector and complements other federal programs designed to reduce air emissions to protect the health of Canadians and the environment for generations to come; protects the marine environment by reducing the pollution of water from transportation sources; and fulfills Transport Canada's responsibilities in working towards a cleaner and healthier environment with regard to its own operations.

The following Programs support this Strategic Outcome:

Program 2.1: **Clean Air from Transportation**

Description: Transport Canada's Clean Air from Transportation Program advances the federal government's environmental agenda in the transportation sector and complements other federal programs designed to reduce air pollutant and greenhouse gas emissions (GHG) to improve the health of Canadians and the environment for generations to come. The Program: regulates air pollutant and/or greenhouse gas emissions from the air, marine and rail sectors; and implements Transport Canada's Clean Air Program obligations and commitments.

Performance Analysis and Lessons Learned

In Transport Canada's 2015-16 Report on Plans and Priorities, the Clean Air from Transportation Program, along with our lower level Sub-Programs, identified a number of key Planning Highlights. During the fiscal 2015-16 year, our Program recorded the following achievements as we:

- Continued to actively participate in the International Maritime Organization's Marine Environment Protection Committee and the Sub-Committee on Pollution Prevention and Response to address air pollutant, greenhouse gas (GHG) emissions and short-lived climate pollutant emissions from international maritime transportation, which included:
    - Developing a draft data collection framework for vessels to report their fuel consumption and activity levels so we can develop standards on energy efficiency for all ships in excess of 5,000 gross tonnes[26];
    - Developing draft guidelines on fuel quality, to respond to marine industry concerns;
    - Reviewing current energy efficiency standards for new ships to see if they meet energy efficiency targets, and
    - Overseeing work on a study to determine whether available marine fuel complies with pending global reduction limits for sulphur content from 3.5% to 0.5%. The standard will enter into force on either January 1, 2020, or January 1, 2025, depending on the outcomes of the study to confirm available supply;
- Continued to lead the Government of Canada's participation at the International Civil Aviation Organization (ICAO) to reduce the impact of international aviation on the environment by:
    - Addressing air pollutant and greenhouse gas emissions from international aviation; and

[26] Gross tonnage is calculated by measuring a ship's volume (from keel to funnel, to the outside of the hull framing) and applying a mathematical formula.

- Contributing to a number of Committee on Aviation Environmental Protection (CAEP) technical groups, including:
  - The completion of:
    - New carbon dioxide (CO2) standard for aircraft, which was a key CAEP accomplishment this year; and
    - Non-volatile particulate matter standards for aircraft engines, including black carbon;
  - The Global Market-Based Measures Task Force, which is assessing and making recommendations on technical elements of a market-based measure for international aviation related to:
    - Monitoring;
    - Reporting and verification; and
    - Criteria for eligible emissions units; and
  - The Alternative Fuels Task Force, which is:
    - Evaluating the potential uptake of alternative fuels in aviation;
    - Forecasting the availability of alternative fuels to the year 2050;
    - Evaluating the range of potential GHG emissions reductions from the use of alternative fuels from different feed stocks; and
    - Accounting for alternative fuel use within a global marketplace;
- Contributed to the ICAO Environmental Advisory Group and High Level Group, which are developing the policy framework for a global market-based measure for international civil aviation to help meet the international aviation goal of Carbon Neutral Growth post-2020;
- Provided cost-shared funding to support the deployment of marine shore power technology at Canadian ports. This technology allows ships to plug into the local electrical grid for vessel power rather than operating auxiliary diesel engines while docked. Specific accomplishments in 2015–16 include the:
  - Successful completion of two projects with the Port of Halifax and British Columbia Ferry Services (BC Ferries);
  - Approval of two additional projects, which are still under construction, specifically with:
    - the Montreal Port Authority for a cruise ship shore power systems; and
    - the Vancouver Fraser Port Authority for two container ship terminals;
- Addressed GHG emissions and air pollutant emissions from the rail sector by:
  - Extending the Memorandum of Understanding for reducing locomotive emissions with the Railway Association of Canada[cxiii] through to the end of 2016;
  - Releasing the 2013 Locomotive Emissions Monitoring Program Report[cxiv] in December 2015;
  - Continuing to develop:
    - Locomotive Emissions Regulations that will help to reduce criteria air contaminant emissions from locomotives in Canada; and
    - A Canada–United States Voluntary Action Plan to Reduce Greenhouse Gas Emissions from Locomotives with the U.S. Environmental Protection Agency in collaboration with key stakeholders.
  - Working with other government departments, industry and academia to promote new technologies with the potential to reduce emissions and improve energy efficiency. This year, project partners matched our funding to develop technologies that could have a major impact on emissions from the rail industry such as lighter materials, hybrid powertrains and more advanced electrical energy storage, and nine projects received funding;

  - Continuing to support the Clean Rail Academic Grant Program[cxv] by providing federal funding to academic research programs currently developing technologies and practices that aim to reduce air emissions from the rail sector. Research projects include investigating emissions reduction with the use of:
    - Biodiesel fuel;
    - Railway electrification; and
    - Ultra-low sulphur diesel fuel;
- Completed the heavy-duty vehicles emissions model to improve our ability to provide:
  - Timely impact analyses; and
  - Evidence-based policy advice related to regulatory and complementary emissions reduction measures;
- In collaboration with the National Research Council[cxvi], reviewed and tested the safety aspects of vehicle electrical energy storage systems;
- Worked with the provinces and territories to update and/or create new safety standards and/or codes for the safe use of alternative fuels for motor vehicles; and
- Worked with the U.S. National Highway Traffic Safety Administration and the United Nations World Forum for the Harmonization of Vehicle Regulations to develop and update international regulations related to:
  - Tire safety;
  - Hydrogen safety; and
  - The safety of electrical energy storage systems for electric and hybrid vehicles.

2015-16 Budgetary Financial Resources (in dollars) – For Program

Main Estimates	Planned Spending	Total Authorities Available for Use	Actual Spending (authorities used)	Difference (planned minus actual)
29,417,677	29,417,677	30,427,629	16,606,208	12,811,469

2015-16 Human Resources (Full –time Equivalents (FTEs)) – For Program

Planned	Actual	Difference (planned minus actual)
86	64	22

Please refer to Section II: Expenditure Overview for budgetary financial and human resources variance explanations.

Performance Results – For Program

Expected Results	Performance Indicators	Targets	Actual Results
2.1 Clean Air from Transportation			
Decrease in intensity of greenhouse gas (GHG) emissions and air pollutants in the transportation sector	Transportation emission intensity (%) change in intensity as measured in tonnes per unit of activity (e.g. tonnes-km, tonnes per hour, tonnes per call, etc.)	An intensity improvement that is consistent with the plan established under the government's horizontal approach for clean air. **Note:** It will only be possible to set an absolute value once	From 2005 to 2013: Passenger on-road transportation, not including off-road equipment (57% of transportation GHG emissions in 2013): GHG emissions intensity decreased by 11% from 142 grams to 126 grams of carbon dioxide equivalent per passenger-km.

		the transportation sector's share of the Government of Canada reduction targets are established and shared	Freight transportation (36% of transportation emissions in 2013): GHG emissions intensity increased by 11% from 84 grams to 93 grams of carbon dioxide equivalent per tonne-km.

Program 2.2: **Clean Water from Transportation**

Description: The Clean Water from Transportation Program protects the marine environment by reducing the pollution of water from transportation sources. This Program: regulates and monitors the release and impact of discharges from marine vessels into the marine environment; regulates ballast water; and contributes to setting domestic and international rules that govern limits to liability of marine pollution incidents. This Program also: advances the federal government's clean water agenda in the transportation sector; and complements other federal programs designed to protect the marine environment for the health of Canadians and the environment for generations to come. This Program also represents Canada in discussions to set international standards to prevent pollution from vessels operating in Canada's waters and addresses the threat of aquatic invasive species.

Performance Analysis and Lessons Learned

In Transport Canada's 2015-16 Report on Plans and Priorities, the Clean Water from Transportation Program, along with our lower level Sub-Programs, identified a number of key Planning Highlights. During the fiscal 2015-16 year, our Program recorded the following achievements as we:

- Continued to provide National Aerial Surveillance Program (NASP) activities by:
  - Monitoring the shipping lanes in Canadian waters;
  - Flying a total of 2,932 patrol hours[27] where our aircrews:
    - Visually observed/overflew 17,427 vessels;
    - Monitored 224,734 vessels using the Automatic Identification System;
    - Conducted an average of 5.94 vessel overflights per hour[28];
    - Assisted in 25 search and rescue incidents.
  - Detecting or observing 380 pollution incidents during the NASP patrols, where:
    - 50 were of a known source and the remaining 330 were from unknown sources;
    - The average spill size was estimated at 20.9 litres; and
    - Most spills were less than 10 litres; however,
    - The major incident of the MV[29] *Marathassa* in English Bay, Vancouver, British Columbia, resulted in our overflights observing an estimated quantity of 3,419 litres spilled. The data gathered were forwarded to the Incident Command Post (ICP) for review and analysis.

[27] This represents a small reduction in the number of patrol hours compared with the two previous years. However, due to departmental budgetary constraints, there was a reduction in the original forecasted hours and the target was not achieved.

[28] This represents a 0.8% decrease versus fiscal 2014-15.

[29] MV = Motor Vessel

Lessons learned from this incident: During an incident, a NASP aerial observer should immediately go to the ICP to better analyze the surveillance data for the responders.

- Continued to work on oil spill prevention with the Canadian Coast Guard, Environment and Climate Change Canada and Fisheries and Oceans Canada to advance the Area Response Planning pilot project, where we focussed on:
  - Developing the Area Risk Assessment methodology;
  - Gathering the necessary data required to test the methodology in the four pilot areas (southern British Columbia, the St. Lawrence Seaway, the Bay of Fundy, New Brunswick and Port Hawkesbury, Nova Scotia);
  - Sending an information package to stakeholders in the four pilot areas in March 2016 describing the project and how interested parties can become involved. Face-to-face engagement with stakeholders will occur in 2016-17;
- Created the Community Participation Funding Program, which made $2.1 million available for eligible stakeholders who wish to participate in the pilot project;
- Made progress on our proposed amendments to the *Response Organization and Oil Handling Facilities Regulations*[cxvii]. Currently, there are consultations taking place with stakeholders; and
- Worked with the Canadian Coast Guard and the Canadian Hydrographic Service to further develop the Northern Marine Transportation Corridors Initiative, which is a key component to:
  - Keep marine navigation safe, secure, clean and efficient;
  - Facilitate responsible economic development; and
  - Provide essential services to communities in Canada's Arctic.

  We held engagement sessions during March 2016 to inform policy framework development. We also obtained information about marine infrastructure requirements in the North in support of resupply from a key resupply service provider.

We did not proceed with the Environmental Response Systems[cxviii] modernization initiative intended to support the increased regulatory and oversight activities, due to temporary budget adjustments. We will resume this initiative in the next fiscal year.

2015-16 Budgetary Financial Resources (in dollars) – For Program

Main Estimates	Planned Spending	Total Authorities Available for Use	Actual Spending (authorities used)	Difference (planned minus actual)
31,902,400	31,902,400	33,223,348	26,686,601	5,215,799

2015-16 Human Resources (Full –time Equivalents (FTEs)) – For Program

Planned	Actual	Difference (planned minus actual)
94	96	(2)

Please refer to Section II: Expenditure Overview for budgetary financial and human resources variance explanations.

Performance Results – For Program

Expected Results	Performance Indicators	Targets	Actual Results
2.2 Clean Water from Transportation			
Prevention of pollution in the marine environment from vessels operating in waters under Canadian jurisdiction	Number of releases of harmful pollutants in the marine environment by vessels identified by pollution patrol and other means	17	N/A (see variance explanation below)

Explanation of Variance

Date to achieve is March 2017 as per the 2015-16 Report on Plans and Priorities.

Program 2.3: **Environmental Stewardship of Transportation**

Description: The Environmental Stewardship of Transportation Program fulfills Transport Canada's responsibilities in working towards an environmentally responsible and resilient national transportation system for Canadians by ensuring compliance with the Department's environmental obligations in relation to Acts, Regulations, Policies and Guidelines, and the department's obligations towards Aboriginal peoples. The Program: fulfills Transport Canada's responsibilities to implement a Departmental Sustainable Development Strategy under the *Federal Sustainable Development Act*[cxix]; ensures that Transport Canada's lands and facilities are managed in an environmentally responsible manner in compliance with federal legislation and policies; provides functional support for environmental assessments, including for major resource projects; manages contaminated sites; advises on Aboriginal consultation, engagement and treaty negotiations and implementation; and seeks to increase the national transportation system's resilience to the current and anticipated future climate and extreme weather events.

Performance Analysis and Lessons Learned

In Transport Canada's 2015-16 Report on Plans and Priorities, the Environmental Stewardship of Transportation Program identified a number of key Planning Highlights. During the fiscal 2015-16 year, our Program recorded the following achievements as we:

- Invested over $30 million into 73 projects as part of the Federal Contaminated Sites Action Plan/Environmental Remediation Strategy. Of note, most construction work on the multi-year Rock Bay Stage 3 remediation project, which began in May 2014, was completed in fiscal 2015-16, with:
    - All remaining contaminated sediments and soil removed from the site for off-site destruction and disposal;
    - Site restoration activities being completed, including:
        - Removal of the cofferdam; and
        - Restoration of marine habitat; and
- Contributed to Government of Canada initiatives by:
    - Supporting the Responsible Resource Development Agenda; and
    - Participating in the Government of Canada's Aboriginal consultation activities associated with:

- Project reviews[30] as coordinated by the:
  - Canadian Environmental Assessment Agency;
  - Major Projects Management Office (we were involved in 60 of 88 projects under review); and
  - Northern Projects Management Office (we were involved in 28 of 34 projects under review); and
- Contributions to the "Whole-of-Government" approach which:
  - Helped develop interdepartmental procedures;
  - Provided project guidance; and
  - Led to project agreements to govern consultations and engagements with Canada's Aboriginal communities.

2015-16 Budgetary Financial Resources (in dollars) – For Program

Main Estimates	Planned Spending	Total Authorities Available for Use	Actual Spending (authorities used)	Difference (planned minus actual)
33,906,726	33,906,726	39,539,314	42,227,322	(8,320,596)

2015-16 Human Resources (Full–time Equivalents (FTEs)) – For Program

Planned	Actual	Difference (planned minus actual)
106	123	(17)

Please refer to Section II: Expenditure Overview for budgetary financial and human resources variance explanations.

Performance Results – For Program

Expected Results	Performance Indicators	Targets	Actual Results
2.3 Environmental Stewardship of Transportation			
a) Compliance with Transport Canada's obligations in relation to Acts, regulations, policies and guidelines	Percentage of Departmental commitments achieved under the Federal Sustainable Development Strategy[cxx]	100%	100%
b) Compliance with Transport Canada's obligations in relation to Acts, regulations, policies and guidelines	Number of instances where Transport Canada was not in compliance with applicable environmental legislation	0	0
c) Compliance with Transport Canada's obligations in relation to Acts, regulations, policies and guidelines	Number of instances Transport Canada was found to have failed to meet its legal duty to consult Aboriginal groups	0	0

[30] This includes both the environmental assessment and regulatory stages of projects with the Major Projects Management Office and Northern Projects Management Office.

Strategic Outcome 3: **A Safe and Secure Transportation System**

A safe and secure transportation system moves people and goods across Canada, and to international destinations, without loss of life, injury or damage to property. Transport Canada supports a safe and secure transportation system by influencing the behaviour of the public and industry through policies, standards, regulations and laws. Harmonized and streamlined regulatory regimes, informed by the expertise of multiple countries and stakeholders, aid effective, safe and secure transportation practices and a sound safety and security culture. Transport Canada ensures that Canadians and the transportation industry are in compliance with the regulatory framework through its oversight program.

The following Programs support this Strategic Outcome:

Program 3.1: **Aviation Safety**

Description: The Aviation Safety Program, under the authority of the *Aeronautics Act*, develops, administers and oversees the policies, regulations and standards necessary for the safe conduct of civil aviation within Canada's borders, including establishment of safety standards for the design and manufacture of aeronautical products in a manner harmonized with international standards. The Program: fosters the safety of the aviation system; provides oversight of the aviation sector; and enforces international conventions signed by Canada. It also provides aviation services and related training to support Transport Canada and other government department operations.

Performance Analysis and Lessons Learned

In Transport Canada's 2015-16 Report on Plans and Priorities, the Aviation Safety Program, along with our lower level Sub-Programs and Sub-Sub-Programs, identified a number of key Planning Highlights. During the fiscal 2015-16 year, our Program recorded the following achievements and lessons learned as we:

- Continued to help update section 104 of the *Canadian Aviation Regulations* and explored other options to collect more aircraft certification revenues from industry, including a broader use of the Cost Recovery Program;
- Pre-published amendments for the *Canadian Aviation Regulations* (Aerodrome Work Consultations) in the Canada Gazette, Part I, July 11, 2015 Edition. We expect them to appear in Canada Gazette, Part II in fall 2016;
- Developed a Ministerial order to prohibit the development of an aerodrome in Quebec;
- Held stakeholder consultations on our Responsible Aerodrome Development Strategy; and
- With regards to Unmanned Air Vehicles (known to many Canadians as drones):
    - Developed an engagement strategy on, taking advantage of the timing of the Notice of Proposed Amendment on Unmanned Air Vehicles (UAVs)[cxxi], which was published for consultation in May 2015 and served as a means to:
        - Increase awareness of UAVs; and
        - Consult with aviation and UAV stakeholders on the future regulatory framework for small UAVs.

      We held roundtable forums in six Canadian cities. We then began to integrate stakeholder feedback into the regulatory proposal for UAVs.
    - Established an interdepartmental committee of Government of Canada departments and agencies to identify and resolve common UAV challenges;

- Held an Unmanned Systems Canada[cxxii] Regulatory Workshop and a discussion panel with the Air Transport Association of Canada;
- Developed and published an Unmanned Aircraft System Work Plan for the Canada-U.S. Regulatory Cooperation Council[cxxiii], in collaboration with the U.S. Federal Aviation Administration; and
- Launched a model aircraft and UAV education and awareness campaign. This included issuing a Civil Aviation Safety Alert[cxxiv] to remind all persons operating unmanned aircraft about the safety impacts and consequences of interfering with manned aircraft operations, including firefighting aircraft.

Lessons learned are as follows:

- As technological development has outpaced regulation, the growth of Canada's UAV sector has affected a broader range of stakeholders outside of the traditional aviation industry. This has required a broader range of consultation activities outside of the Canadian Aviation Regulatory Advisory Council[cxxv] constituency;
- As an alternative to publishing a technically-focussed document to invite input on regulatory language, the Department sought to create a concept-based notice of proposed amendment, which included regulatory options for consideration. This approach allowed for greater consultation and engagement by stakeholders; and
- In addition to providing a safe aviation environment, we must play a leadership role to:
  - Continue to promote the vitality and economic success of Canada's UAV industry;
  - Proactively address UAV issues; and
  - Promote aeronautics as part of the Minister's mandate.

2015-16 Budgetary Financial Resources (in dollars) – For Program

Main Estimates	Planned Spending	Total Authorities Available for Use	Actual Spending (authorities used)	Difference (planned minus actual)
173,447,956	173,447,956	197,300,810	181,487,089	(8,039,133)

2015-16 Human Resources (Full –time Equivalents (FTEs)) – For Program

Planned	Actual	Difference (planned minus actual)
1,734	1,568	166

Please refer to Section II: Expenditure Overview for budgetary financial and human resources variance explanations.

Performance Results – For Program

Expected Results	Performance Indicators	Targets	Actual Results
3.1 Aviation Safety			
A safe civil aviation system	Number of accidents per 100,000 hours of flight. Rolling 10-year average to be compared to the target. (Target is based on the previous 10-year average.) (Improvement = decrease)	3% reduction in the rate as compared to the 10-year rolling average (10 year rolling average currently at 5.8)	5.4 (preliminary data)

Explanation of Variance

The 2006 to 2015 ten-year average aviation accident rate (preliminary data) was 5.4 accidents per 100,000 hours flown. This represents a decrease of 18.2 percent compared to the original 2000 to 2009 ten year average target of 6.6 accidents per 100,000 hours flown. This improvement was recorded even while the number of hours flown has increased compared to the 2000 to 2009 timeframe.

Program 3.2: **Marine Safety**

Description: The Marine Safety Program, under the authority of the *Canada Shipping Act 2001*, the *Navigation Protection Act*, the *Safe Containers Convention Act*[cxxvi], the *Pilotage Act*[cxxvii], the *Coasting Trade Act*[cxxviii] and the *Arctic Waters Pollution Prevention Act*[cxxix], develops, implements and administers policies, regulations and standards necessary for the safe conduct of marine activities in a manner harmonized with international standards.

The Program: fosters the safety of the marine transportation system; provides oversight of the marine industry, including domestic and foreign vessels (both non-pleasure craft and pleasure craft); enforces international conventions signed by Canada; protects the public right to navigate on Canadian waterways; regulates lights or markers required for safe navigation during and/or on completion of certain works; regulates the placement of private buoys as per the *Private Buoy Regulations*[cxxx] of the *Canada Shipping Act, 2001*; and acts as the Receiver of Wreck as per the *Canada Shipping Act, 2001*, Part 7.

Performance Analysis and Lessons Learned

In Transport Canada's 2015-16 Report on Plans and Priorities, the Marine Safety Program, along with our lower level Sub-Programs, identified a number of key Planning Highlights. During the fiscal 2015-16 year, our Program recorded the following achievements and lessons learned as we:

- With regard to TERMPOL (Technical Review Process of Marine Terminal Systems and Transshipment Sites[cxxxi]):
  - Completed the TERMPOL review process on the LNG[31] Canada Project;
  - Received six requests to review TERMPOL studies for various projects; and
  - Pursued cost recovery strategies;
- Continued oversight activities, including:
  - Conducting over 4,000 inspections on domestic vessels;
  - Taking the following enforcement actions:
    - Warnings issued: 43;
    - Assurance of Compliance signed: 2;
    - Administrative Monetary Penalties issued to contraveners: 70; and
    - Enforcement Action Leading to Detention: 1;
- Statistically[32] from fiscal 2014-15 to 2015-16:
  - Increased our compliance inspection activities from 153 to 269;
  - Recorded a reduced number of accidents from 272 to 269;
  - Noted small increases in the number of:

[31] LNG = Liquefied Natural Gas

[32] Statistical variances are not solely related to the level of a vessel's compliance. Several external factors can also have an influence, such as the experience of the vessel operator or the meteorological conditions.

    - Incidents from 743 to 768; and
    - Fatalities from 15 to 19;
- In partnership with the United States Coast Guard[cxxxii]:
    - Advanced identified action items from the Operational and Regulatory work plans; and
    - Continued our cooperation and constructive dialogue on harmonizing existing and emerging issues;
- Published the proposed amendments for the *Small Fishing Vessel Inspection Regulations*[cxxxiii] in the Canada Gazette, Part I on February 6, 2016. We expect these regulations to be published in Canada Gazette, Part II in July 2016. They are intended to update:
    - The current safety equipment and vessel stability requirements; and
    - Introduce safe operating procedures for small fishing vessels; and
- Made some progress in developing the:
    - *Vessel Construction and Equipment Regulations*; and
    - *Vessel Certificates Regulations*; and

  We expect progress to continue at a reduced pace as we have shifted some resources to oversight efforts.

Since the *Navigation Protection Act* (NPA) came into force in 2014, our Program has been continuously working to review, modify and implement operational tools, procedures and guidelines. Guidance material and application forms have been developed and published on our website. The Minister's mandate to review the NPA will be a priority over the coming year.

2015-16 Budgetary Financial Resources (in dollars) – For Program

Main Estimates	Planned Spending	Total Authorities Available for Use	Actual Spending (authorities used)	Difference (planned minus actual)
57,475,536	57,475,536	64,208,442	66,315,354	(8,839,818)

2015-16 Human Resources (Full –time Equivalents (FTEs)) – For Program

Planned	Actual	Difference (planned minus actual)
567	608	(41)

Please refer to Section II: Expenditure Overview for budgetary financial and human resources variance explanations.

Performance Results – For Program

Expected Results	Performance Indicators	Targets	Actual Results
3.2 Marine Safety			
a) A safe marine transportation system	Number of Canadian commercial vessel (non-pleasure craft) occurrences per 1,000 vessels in the Canadian registry (five-year moving average) (Improvement = decrease)	2% reduction based on established two-year average of 32.4	30.68

Expected Results	Performance Indicators	Targets	Actual Results
b) A safe marine transportation system	Number of pleasure craft fatalities per licensed pleasure craft (five-year average) (Improvement = decrease)	1 % decrease based on established five-year average	5.2% decrease (110 in 2015-16 versus 116 in 2014-15)

Program 3.3: **Rail Safety**

Description: The Rail Safety Program, under the authority of the *Railway Safety Act*, develops, administers and oversees the policies and regulatory instruments necessary for the safety of railway operations in a manner consistent with North American and International safety standards/levels. The Program fosters safety within the rail transportation system and provides oversight of the rail industry. It also promotes public safety at crossings, identifies the risks of trespassing and provides funds to improve safety at grade crossings.

Performance Analysis and Lessons Learned

In Transport Canada's 2015-16 Report on Plans and Priorities, the Rail Safety Program, along with our lower level Sub-Programs, identified a number of key Planning Highlights. During the fiscal 2015-16 year, our Program recorded the following achievements and lessons learned as we:

- Conducted industry training plans, following a safety advisory issued by the Transportation Safety Board (TSB). This allowed us to:
    - Better prioritize where to focus our rail oversight activities in 2016-17; and
    - Review Rail Safety's training and qualification requirements for railway employees;
- Undertook a number of Safety Management Systems (SMS) oversight activities to reinforce railway safety, including:
    - The Initial assessments of each railway; and
    - Focussed inspections to ensure railways are prepared for the new SMS regulatory regime, under which we will begin conducting audits in fiscal 2016-17;
- Completed:
    - Over 37,000 oversight activities (inspections and SMS), to ensure that industry is compliant with rules and regulations; and
    - Revisions to the Canadian Rail Operating Rules in response to the TSB recommendation related to requirements to have additional physical defences for train securements, including for:
        - Handbrake applications;
        - Testing requirements; and
        - Additional physical defences; and
- Strengthened rail safety laws by making amendments to the *Railway Safety Act* and acted upon recommendations contained within the 2013 Office of the Auditor General's report on Rail Safety. For example, we introduced:
    - Administrative powers to impose monetary penalties for infractions;
    - Improved grade crossing regulations; and
    - New requirements for railways to:
        - Obtain operating certificates; and
        - Submit key safety performance data to us so that we can:
            - Improve our ability to identify risks;

- Better allocate resources to high risk areas; and
- Ensure better compliance with the *Transportation Information Regulations*[cxxxiv].

Lessons Learned

As a result of an internal audit, we are reviewing our risk-based business planning processes in order to allocate inspection resources in a more efficient and effective manner.

2015-16 Budgetary Financial Resources (in dollars) – For Program

Main Estimates	Planned Spending	Total Authorities Available for Use	Actual Spending (authorities used)	Difference (planned minus actual)
35,707,671	35,707,671	112,585,225	110,551,604	(74,843,933)

2015-16 Human Resources (Full –time Equivalents (FTEs)) – For Program

Planned	Actual	Difference (planned minus actual)
209	212	(3)

Please refer to Section II: Expenditure Overview for budgetary financial and human resources variance explanations.

Performance Results – For Program

Expected Results	Performance Indicators	Target	Actual Results
3.3 Rail Safety			
a) A safe rail transportation system	Rate of rail accidents (per million train miles) that occur on railways under federal jurisdiction (includes main-track collisions, derailments, non-main track derailments and collisions, fires/explosions and others) (five-year average) (Improvement = decrease)	5% reduction in the rate as compared to average of previous 5 years	15.14 in 2015 compared with the 2010-2014 average of 13.09
b) A safe rail transportation system	Rate of rail incidents (per million train miles) that occur on railways under federal jurisdiction (includes main-track switch in abnormal position, movement exceeds limits of authority, dangerous goods leak, crew member incapacitated, runaway rolling stock, signal less restrictive than required and unprotected overlap of authorities) (five-year average) (Improvement = decrease)	5% reduction in the rate as compared to average of previous 5 years	2.72 in 2015 versus the 2010-2014 average of 2.61

Explanation of Variance

a) The number of accidents per million train miles is roughly in line with previous years, but for 2015-16 the rate did not meet the performance target of a 5% reduction in the rate as compared to the average of the five previous years. The reason for this is that the TSB changed its reporting requirements in 2014, widening the definition of an accident. As a result, the type of events that are considered accidents has increased for the 2015 calendar year.

b) The rate did not meet its performance target of a 5 % reduction in 2015-16 as compared to the average of the five previous years; the variance mainly relates to the number of incidents of movements exceeding the limit of authority in a context of fewer train miles travelled. The actual number of incidents in 2015 decreased by two, from 218 to 216, but the calculation of the rate of rail incidents has increased due to the smaller number of miles travelled.

Program 3.4: **Motor Vehicle Safety**

Description: The Motor Vehicle Safety Program, under the authority of the *Motor Vehicle Safety Act*[cxxxv] and the *Motor Vehicle Transport Act*[cxxxvi], develops, administers and oversees the policies, regulations and standards necessary for the safety of motor vehicles and commercial vehicle operations in a manner that is harmonized with international and national standards. The Program contributes to reduced road deaths and injuries and provides safety oversight of the motor vehicle industry.

Performance Analysis and Lessons Learned

In Transport Canada's 2015-16 Report on Plans and Priorities, the Motor Vehicle Safety Program, along with our lower level Sub-Programs, identified a number of key Planning Highlights. During the fiscal 2015-16 year, our Program recorded the following achievements and lessons learned as we:

- Made progress in the areas of crash avoidance research and crashworthiness research, as part of the Action Plan for the Canada–U.S. Regulatory Cooperation Council Joint Forward Plan; and
- Continued our review of the *Motor Vehicle Safety Act*, and developed proposed legislative changes, aimed to help guide future regulatory and enforcement efforts.

We delayed our preclearance program portion of the Canada Border Services Agency (CBSA) Single Window Initiative[cxxxvii] Program because of CBSA capacity issues. We implemented an interim solution with CBSA, with the permanent solution to be implemented by late fall 2016.

In addition, with respect to the Road Safety Transfer Payment Program, while the funding level has not increased since 1987, TC has been successful in negotiating contribution agreements with the provinces and territories, allowing for continued national consistency.

2015-16 Budgetary Financial Resources (in dollars) – For Program

Main Estimates	Planned Spending	Total Authorities Available for Use	Actual Spending (authorities used)	Difference (planned minus actual)
22,723,248	22,723,248	26,544,112	23,671,194	(947,946)

2015-16 Human Resources (Full –time Equivalents (FTEs)) – For Program

Planned	Actual	Difference (planned minus actual)
109	81	28

Please refer to Section II: Expenditure Overview for budgetary financial and human resources variance explanations.

Performance Results – For Program

Expected Results	Performance Indicators	Targets	Actual Results
3.4 Motor Vehicle Safety			
a) Safe motor vehicles based on improved crash avoidance and crash survivability	Collisions per 10,000 motor vehicles registered (Improvement = decrease)	2% reduction in the rate for 2014 as compared to average of previous 5 years	16.1% reduction in 2014 as compared to 5-year average (2009-2013); 2014 is the most recent data available
b) Safe motor vehicles based on improved crash avoidance and crash survivability	Fatalities per 10,000 police-reported collisions occurring on public roads (Improvement = decrease)	1% reduction in the rate for 2014 as compared to average of previous 5 years	2.3% reduction in 2014 as compared to 5-year average (2009-2013); 2014 is the most recent data available
c) Safe motor vehicles based on improved crash avoidance and crash survivability.	Serious injuries per 10,000 police-reported collisions occurring on public roads (Improvement = decrease)	1% reduction in the rate for 2014 as compared to average of previous 5 years	4.4% reduction in 2014 as compared to 5-year average (2009-2013); 2014 is the most recent data available

Explanation of Variance

a) While the number of collisions were down in 2014 as compared with previous years, we may attribute the better than expected results in part, to inconsistency in jurisdictions' reporting of the collision data (more specifically, with respect to property damage only collisions).
b) While there has been an on-going downward trend in fatalities, the last two years (2013 and 2014) were notably larger year-over-year reductions as compared with other years in the comparison period (i.e. 2010 and 2012), which lead to better than expected results.
c) While there has been an on-going downward trend in serious injuries, 2014 in particular experienced a notably larger year-over-year decline as compared with other years in the five year comparison period, which lead to better than expected results.

Program 3.5: **Transportation of Dangerous Goods**

Description: The Transportation of Dangerous Goods Program, under the authority of the *Transportation of Dangerous Goods Act, 1992*[cxxxviii], develops, administers and oversees the policies, regulations and standards necessary for the safe transportation of dangerous goods by all modes of transport in Canada in a manner harmonized with the international standards, and provides expertise in emergency response in the event of release of dangerous goods. This Program also works to prepare for and coordinate the response to safety and security threats and incidents that may impact the national transportation system or the Department with regard to chemical, radiological, biological, nuclear or explosive substances. The Program: fosters safety in the transport of dangerous goods; provides oversight of the transportation industry; enforces international conventions signed by Canada; and responds to emergency situations that affect the safety of Canadians.

Performance Analysis and Lessons Learned

In Transport Canada's 2015-16 Report on Plans and Priorities, the Transportation of Dangerous Goods Program, along with our lower level Sub-Programs, identified a number of key Planning Highlights. During the fiscal 2015-16 year, our Program recorded the following achievements and lessons learned as we:

- Published the 2016 Emergency Response Guidebook[cxxxix] (ERG);
- Implemented a revised/new Emergency Response Assistance Plan (ERAP) Assessment Framework, which included:
  - Adopting a Program Awareness Strategy;
  - Referencing ERAP in the 2016 ERG; and
  - Making ERAPs a requirement when transporting flammable liquids by rail;
- Met the deadline for every management action related to the Emergency Response Task Force[cxl] recommendations on improving public safety and we expect to publish the final report in June 2016 with a total of 40 recommendations;
- Published two new technical standards in April 2016 and began an accelerated development of two other standards to incorporate recent changes to portable tanks and tank car specifications;
- Made the decision to leave penalty amounts provided for in the *Contravention Regulations*[cxli] as-is. We instead reviewed and made changes to the terminology;
- Adopted a new two-year cycle (International Harmonization Cycle) to bring relevant provisions of the *Transportation of Dangerous Goods Regulations*[cxlii] up to date with international standards;
- Developed reports to assess the emerging risks of transporting liquefied natural gas and ethanol by rail;
- As part of the 2015-16 National Oversight Plan:
  - Developed the plan to be risk-based, ensuring increased numbers of inspections at high-risk sites; and
  - Identified several types of sites as high risk that warranted increased inspections, including:
    - Transload[33] and crude oil sites;
    - Lithium battery sites; and
    - New sites[34];
- Completed a Crude Oil Sampling and Analysis Research project in August 2015, which consisted of:
  - Assessing crude oil properties;
  - Assessing the behaviour and hazards of crude oil; and
  - Sampling, testing and analyzing samples of crude transported by rail or road in Canada;

  We presented an update on these results at the United Nations Sub-Committee on the Transportation of Dangerous Goods in December 2015, and published the findings on Transport Canada's website in December 2015.
- Completed risk assessments on crude oil transload facilities in winter 2016 to determine if this type of site needs more inspections. The outcome was to extend the project for two more years;

[33] Transloading is the process of transferring a shipment from one mode of transportation to another.

[34] New sites consists of sites that had never been inspected or for which we had no information.

- Held a targeted transload crude oil facilities inspection campaign in the Prairie and Northern Region from October 2015 to December 2015 to sample and test crude oil and to verify the compliance, an activity undertaken through a Memorandum of Understanding (MoU) with the Alberta Innovates Technology Futures[cxliii];
- Put an MoU in place with the National Research Council for a multi-year lithium battery research program to help our Program assess hazards, mitigate risks and study the impact on transportation safety;
- Improved enforcement and inspection activities by training and certifying new regional inspectors and engineers;
- Completed 44 means of containment facility inspections, two more than planned;
- With regard to the implementation of a national Quality Assurance (QA) Plan:
  - Received approval on June 22, 2015 to proceed with a QA Plan;
  - Are updating the QA plan with a more detailed schedule of quality assurance review for inspections procedures being conducted nationally; and
  - Ensured that regional managers responsible for inspection reporting conduct quality controls on a quarterly basis ;
- With regard to the Canadian Transport Emergency Centre[cxliv] (CANUTEC):
  - Increased our Emergency Response Advisor staffing levels to support the program and improve service delivery;
  - Gained access to real-time information pertaining to the transport of dangerous goods by rail via the AskRail application[cxlv] safety tool, which receives automatic e-mail notifications from Class 1 Railroads[35] when incidents involving dangerous goods by rail occur;
  - Introduced an easy-to-learn/remember toll-free number (1-888-CANUTEC) as our emergency hotline;
  - Performed a live testing exercise of a telecommunications failure to ensure emergency advisors were ready should such an event occur; and
  - Improved the 2016 edition of the Emergency Response Guidebook (ERG) by:
    - Updating evacuation distances in its green pages;
    - Adding an easy-to-understand flowchart on how to use it; and
    - Adding information about ERAPs;
- Began developing Geographic Information System flow maps of flammable liquids along rail transportation corridors to identify and quantify risks; and
- With regard to Class 3 Flammable Liquids[cxlvi]:
  - Completed a risk assessment for all liquids to determine if any required shippers to develop an Emergency Response Assistance Plan (ERAP); and
  - Examined over 360 primary liquids, of which:
    - 43 were brought forward for greater consideration; and
    - Styrene was the subject of a formal risk assessment. The assessment determined that no ERAP would be required for this product at this time.

2015-16 Budgetary Financial Resources (in dollars) – For Program

Main Estimates	Planned Spending	Total Authorities Available for Use	Actual Spending (authorities used)	Difference (planned minus actual)
15,322,623	15,322,623	18,146,685	26,620,570	(11,297,947)

[35] In Canada, a Class I rail carrier is defined as any Canadian, U.S. or Mexican railroad that has earned gross revenues exceeding $250 million (Canadian dollars) for each of the previous two years.

2015-16 Human Resources (Full –time Equivalents (FTEs)) – For Program

Planned	Actual	Difference (planned minus actual)
147	228	(81)

Please refer to Section II: Expenditure Overview for budgetary financial and human resources variance explanations.

Performance Results – For Program

Expected Results	Performance Indicators	Targets	Actual Results
3.5 Transportation of Dangerous Goods			
a) Public safety during the transportation of dangerous goods	Number of reportable releases of dangerous goods per trillion dollars of Canadian gross domestic product (five-year average) (Improvement = decrease)	193.5	217.3
b) Public safety during the transportation of dangerous goods	Number of reportable releases of dangerous goods, which caused injuries or deaths per trillion dollars of Canadian gross domestic product (five-year average) (Improvement = decrease)	3.3	4.1

Explanation of Variance

a) The five-year average for the number of reportable releases of dangerous goods remains above target due to a higher number of releases in the first three years of the average period.
b) The five-year average for the number of reportable releases of dangerous goods, which caused injuries and deaths remains above target; however, the number for 2015-16 was below target at 2.0.

Program 3.6: **Aviation Security**

Description: The Aviation Security Program develops, administers and oversees the policies, regulations and standards to support the secure conduct of aviation activities in a manner harmonized with international standards. The Program is risked-based and fosters security within the aviation transportation system and provides security oversight of the aviation industry while ensuring that Canada complies with international standards.

Performance Analysis and Lessons Learned

In Transport Canada's 2015-16 Report on Plans and Priorities, the Aviation Security Program, along with our lower level Sub-Programs, identified a number of key Planning Highlights. During the fiscal 2015-16 year, our Program recorded the following achievements as we:

- Developed new Aviation Security National Standard Operating Procedures (NSOP) in the fall of 2015 following amendments to the *Canadian Aviation Security Regulations, 2012*[cxlvii] (CASR 2012). The new NSOPs focussed on the process for secure supply chain applicants who must demonstrate compliance to the CASR 2012 before being approved into the Air Cargo Security (ACS) Program[cxlviii];

- Contributed to improving the Department's information management systems by developing and implementing the Secure Supply Chain Information Management System[cxlix], which:
  - Supports the automation of the ACS Program application process;
  - Integrates stakeholder-volunteered information with Transport Canada and Canada Border Services Agency assessments; and
  - Provides a holistic and risk-based view of an applicant to or participant in the ACS Program;
- Began deploying, as part of the Canada-U.S Beyond the Border Action Plan, Transportation Security Administration (TSA)-certified explosives detection system (EDS) technology at Canada's eight customs preclearance airports. As the EDS technology is implemented, the U.S. has agreed to recognize Canada's passenger baggage screening processes as equivalent to its own. Since February 2012, six of the eight preclearance airports have deployed TSA-certified technology and TSA has conducted follow-up airport site visits. As of the end of the 2015-16 fiscal year, the U.S. had lifted the re-screening requirement for five of these airports;
- Undertook the following under the Canada-U.S. Cooperation in Science and Technology for Critical Infrastructure Protection and Border Security Agreement[cl]:
  - A continued an ongoing exchange of information with the TSA on security technologies;
  - Attended the Trilateral meeting between TSA, Transport Canada (TC) and the Canadian Air Transport Security Authority[cli] (CATSA) on March 23-24, 2016;
- Further developed the X-ray/Neutron Transmission Scanner. The project concluded in March 2016, with results indicating improved capability to detect air cargo explosives and other contraband;
- Provided technological expertise and support from a Canadian perspective, including at:
  - Quadrilateral (QUAD): A five-to-ten-year vision for technology harmonization was drafted with QUAD Partners[36];
  - Australia One-Stop Security: We analyzed and compared Australia and Canadian Hold Baggage Screening systems;
  - The European Civil Aviation Conference Technical Task Force[clii], where we attended a meeting to discuss new and emerging threats and exchange information with other states about new technologies and product trials;
  - The International Civil Aviation Organization's (ICAO) Working Group on Innovation in Aviation Security, where we exchanged information with member nations about:
    - Industry trials of next generation screening improvements; and
    - Ways to encourage and increase information sharing between ICAO member nations and industry;
- Conducted many Air Cargo Security outreach activities (e.g. information sessions, webinars and electronic bulletins) ahead of regulatory changes that will come into effect in fall 2016, to ensure that:
  - Program participants and stakeholders could make informed choices about where they should have their cargo screened and made secure;
  - How to comply with the new regulatory requirements; and
  - Provide information about the application process for the Air Cargo Security Program;

[36] QUAD consists of Canada, the U.S., Australia and European Commission.

- Strengthened aviation security by implementing and integrating processes and procedures that support our oversight regime via the Centre for Enforcement Expertise (CEE) and the Directive on Safety and Security Expertise by leading the following initiatives:
    - Updating a number of enforcement tools, including standardized enforcement letters for inspectors;
    - Coordinating Multimodal Integrated Technical Training for our Aviation Security inspectors and officers with enforcement roles, who completed:
        - Mandatory online training for Multimodal Enforcement Orientation; and
        - In-class training for Aviation Security Inspection and Enforcement; and
    - In consultation with the CEE, Program began:
        - Completing revisions of the National Standard Operating Procedures Manual on Enforcement; and
        - Revising our modal communication protocol for enforcement-related issues; and
- Started to align our oversight program with the Directive on Safety and Security Oversight, which included conducting an environmental scan of the National Oversight Program.

2015-16 Budgetary Financial Resources (in dollars) – For Program

Main Estimates	Planned Spending	Total Authorities Available for Use	Actual Spending (authorities used)	Difference (planned minus actual)
29,791,738	29,791,738	31,592,193	29,041,124	750,614

2015-16 Human Resources (Full –time Equivalents (FTEs)) – For Program

Planned	Actual	Difference (planned minus actual)
289	269	20

Please refer to Section II: Expenditure Overview for budgetary financial and human resources variance explanations.

Performance Results – For Program and Sub-Programs

Expected Results	Performance Indicators	Targets	Actual Results
3.6 Aviation Security			
Canada is aligned with international aviation security standards	Percentage of aviation security regulations aligned with International Civil Aviation Organization (ICAO) standards (Improvement = increase)	100%	100%

Program 3.7: Marine Security

Description: The Marine Security Program, under the authority of the *Marine Transportation Security Act*[cliii], develops, administers and oversees the policies, regulations and standards necessary for the secure conduct of marine activities in a manner consistent with international standards. The Program promotes security within the marine transportation system, provides oversight of the regulated marine transportation industry and enforces international conventions signed by Canada. The Program coordinates marine security policy and regulatory development

across the Government of Canada through its leadership of the interdepartmental Marine Security Working Group and associated activities.

Performance Analysis and Lessons Learned

In Transport Canada's 2015-16 Report on Plans and Priorities, the Marine Security Program, along with our lower level Sub-Programs, identified a number of key Planning Highlights. During the fiscal 2015-16 year, our Program recorded the following achievements as we:

- Completed a new security measure for Tall Ships tailored for this type of vessel. We began developing guidance material for implementing this security measure to ensure the program is fully operational in time for the 2017 sailing season, when more events than usual are planned to celebrate Canada's sesquicentennial; and
- Conducted a total of:
    - 653 inspections (258 mandatory and 395 risk-based);
    - 166 security assessments and reviews; and
    - 226 security plan reviews for regulated entities.

  These totals represent a 6% decrease in activities from the previous year, which is due to:
    - Reducing risk-based inspections of Canadian regulated entities in favour of internationally-mandated inspections; and
    - Reallocating budget amounts within the Department, which meant that we:
        - Prioritized inspections that were mandatory for vessels to keep trading internationally over non-mandatory risk-based inspections; and
        - Conducted only 395 of 482 planned risk-based inspections.

2015-16 Budgetary Financial Resources (in dollars) – For Program

Main Estimates	Planned Spending	Total Authorities Available for Use	Actual Spending (authorities used)	Difference (planned minus actual)
12,872,129	12,872,129	13,123,766	12,260,662	611,467

2015-16 Human Resources (Full –time Equivalents (FTEs)) – For Program

Planned	Actual	Difference (planned minus actual)
117	111	6

Please refer to Section II: Expenditure Overview for budgetary financial and human resources variance explanations.

Performance Results – For Program

Expected Results	Performance Indicators	Targets	Actual Results
3.7 Marine Security			
Industry has confidence in Canadian marine transportation security	Percentage of industry indicating confidence in the Canadian marine security transportation system (Improvement = increase)	80%	80%

Program 3.8: Surface and Intermodal Security

Description: The Surface and Intermodal Security Program, guided by the *Railway Safety Act*, the *International Bridges and Tunnels Act*, and the *Transportation of Dangerous Goods Act, 1992*, develops, administers and oversees the policies, regulations/voluntary frameworks, standards and guidance material necessary for the secure conduct of surface and intermodal activities. The Program fosters the security of the surface and intermodal transportation system across Canada.

Performance Analysis and Lessons Learned

In Transport Canada's 2015-16 Report on Plans and Priorities, the Surface and Intermodal Security Program identified a number of key Planning Highlights. During the fiscal 2015-16 year, our Program recorded the following achievements as we:

- Created a working group with inspectors from each region to ensure a consistent application of oversight procedures. The working group developed and conducted a revamped risk-based analysis of more than 500 rail sites across Canada and it:
  - Adheres to multimodal requirements for a Safe and Secure Transportation System; and
  - Improves the efficiency of our planning processes by allocating inspection resources where they can make the greatest impact; and
- Held two meetings each respectively with:
  - The Railway Association of Canada stakeholders in May and November of 2015; and
  - International Bridges and Tunnels (IBT) stakeholders in May and November 2015 to exchange information and to further develop the IBT program.

2015-16 Budgetary Financial Resources (in dollars) – For Program

Main Estimates	Planned Spending	Total Authorities Available for Use	Actual Spending (authorities used)	Difference (planned minus actual)
4,703,731	4,703,731	4,835,770	5,049,956	(346,225)

2015-16 Human Resources (Full–time Equivalents (FTEs)) – For Program

Planned	Actual	Difference (planned minus actual)
41	43	(2)

Please refer to Section II: Expenditure Overview for budgetary financial and human resources variance explanations.

Performance Results – For Program

Expected Results	Performance Indicators	Targets	Actual Results
3.8 Surface and Intermodal Security			
Signatories meet the terms and conditions of the voluntary frameworks	Percentage of signatories that received a non-compliance letter being issued (Improvement = decrease)	10%	0%

Program 3.9: **Multimodal Safety and Security**

Description: The Multimodal Safety and Security Program contributes to policies and standards that enhance safety and/or security in more than one transportation mode (e.g., through departmental enforcement services, integrated management systems and intelligence assessments). It also provides a technical training regime for inspectors and technical experts, ensuring the required competencies are acquired and maintained to meet or surpass nationally consistent standards. Lastly, this Program works to prepare for and coordinate the response to emerging safety and security threats and situations that may impact the national transportation system or the Department.

Performance Analysis and Lessons Learned

In Transport Canada's 2015-16 Report on Plans and Priorities, the Multimodal Safety and Security Program, along with our lower level Sub-Programs, identified a number of key Planning Highlights. During the fiscal 2015-16 year, our Program recorded the following achievements as we:

- Delivered high quality standardized technical training that increased both modal and multimodal training throughput from 2,018 participants in 2014-15 to 5,530 in 2015-16;
- Continued to strengthen our Screening Enhancement of Security Clearance production and processes and remained on target for the new requirements and volumes of clearances required as part of the Beyond the Border Initiative;
- For Security Clearances, implemented Phase 1 of the Perpetual Vetting Initiative. Perpetual vetting is an innovative process that continually checks the Canadian Police Information Centre database[cliv] and notifies, in real-time, when police lay charges against someone who holds a security clearance. As a result:
    - Our Emergency Preparedness and Situation Centres[clv] successfully met their priority commitments under the *Emergency Management Act* in the areas of preparedness and response. They successfully led the:
        - Operations for Transport Canada in support of Operation Syrian Refugees;
        - Monitoring, reporting and responding to more than 5,000 transportation events; and
        - Delivery of planning and preparation exercises for:
            - The Toronto 2015 Pan Am and Parapan Am Games; and
            - Exercise Pacific Quake, a key Federal exercise priority for 2016; and

In addition, three of our Program's 2015-16 Report on Plans and Priorities Planning Highlights were reported in Section I's "Organizational Priorities" and "Progress Toward the Priority", namely the priorities related to 2a) through 2e) of "Refine and strengthen Transport Canada's safety and security oversight" for:

- Safety and Security Management Systems;
- Enforcement; and
- Training.

2015-16 Budgetary Financial Resources (in dollars) – For Program

Main Estimates	Planned Spending	Total Authorities Available for Use	Actual Spending (authorities used)	Difference (planned minus actual)
10,890,897	10,890,897	13,166,104	19,771,236	(8,880,339)

2015-16 Human Resources (Full –time Equivalents (FTEs)) – For Program

Planned	Actual	Difference (planned minus actual)
118	177	(59)

Please refer to Section II: Expenditure Overview for budgetary financial and human resources variance explanations.

Performance Results – For Program

Expected Results	Performance Indicators	Targets	Actual Results
3.9 Multimodal Safety and Security			
Transportation safety and security issues are managed in a consistent manner across all modes	Percentage of successful completion of multimodal activities in support of departmental priorities (Improvement = increase)	80%	80%

Program 4: **Internal Services**[37]

Description: Internal Services are groups of related activities and resources that are administered to support the needs of programs and other corporate obligations of an organization. Internal services include only those activities and resources that apply across an organization, and not those provided to a specific program. The groups of activities are: Management and Oversight[38] Services; Communications Services; Legal Services; Human Resources Management Services; Financial Management Services; Information Management Services; Information Technology Services; Real Property Services; Materiel Services; and Acquisition Services.

Performance Analysis and Lessons Learned

In Transport Canada's 2015-16 Report on Plans and Priorities, Internal Services identified a number of key Planning Highlights. During the fiscal 2015-16 year, our Program recorded the following achievements as we:

- Supported the Government of Canada's Destination 2020 by partnering with the Community of Federal Regulators and 19 other regulatory departments to identify common business requirements for mobile technology for inspectors and officers who work in the field. As a pilot project, TC equipped select inspectors with tablets to perform their field work through one-time inspection data entry and real time data management to help create quality data for timely decision making;
- Organized a Networking Fair to allow participants to expand their professional networks, meet new colleagues and learn about different functions in each other's group;
- Enhanced our social media platform tool, namely the "*my*TC (Intranet) Talent Network", to help:
    - Employees with finding a coach, a mentor or a colleague with similar interests; and
    - Managers to find employees with the skills they need for at-level assignments or projects.
- Provided the Audit Committee, the Deputy Minister and senior management, independent and objective assurance and advice, on all important aspects of risk management, management practices and controls. Internal audits included the audit of:
    - Quality Management Systems for each Safety and Security Oversight Program;
    - Internal Controls for Financial Reporting (ICFR), which gave the Deputy Minister assurance that the ongoing ICFR monitoring process is sound and can be relied upon; and
    - The follow–up Audit of Civil Aviation, which provided assurance that the recommendations from the Office of the Auditor General[clvi] audits in 2008 and 2012 and the internal audit review in 2011, had been fully implemented;
- Provided the Evaluation Committee, Deputy Minister and senior management with an:
    - Independent assessment of each Program's continuing relevance and performance; and
    - Information to support results-based management and accountability;

[37] Performance measurement information is not provided as the Treasury Board Secretariat is currently developing government- wide standardized Internal Services Performance Measurement Framework.
[38] Management and Oversight Services include the following service groupings: Strategic Policy and Intergovernmental Relations, Executive Services, Corporate Planning and Reporting, Internal Audit, Evaluation, Integrity Office, Crown Corporation Governance and Internal Management.

- Ensured strong audit and evaluation functions by:
  - Implementing approved annual risk-based audit and evaluation plans;
  - Reporting audit and evaluation findings to the Audit Committee and the Evaluation Committee;
  - Proactively monitoring and assessing risk; and
  - Reporting on outstanding external and internal audit and evaluation recommendations;
- Developed a communications strategy, further to the tabling and public release of the *Canada Transportation Act* Review Report in Parliament on February 25, 2016 and signalled the forthcoming engagement with stakeholders and Canadians in 2016 to shape a long-term agenda for transportation in Canada;
- Improved the "My TC Talent Network" by improving its search function; it is a tool managers can use when seeking to fill positions of a temporary nature;
- Completed preparations at the end of the fiscal year for the Department's migration to the new Phoenix pay system, which went live at Transport Canada in early spring 2016; and
- Contributed to government-wide transformation initiatives in support of adopting an Enterprise Resource Planning Strategy. The Treasury Board Secretariat has not yet set firm timelines for Transport Canada's migration to SAP.

2015-16 Budgetary Financial Resources (in dollars) – For Program

Main Estimates	Planned Spending	Total Authorities Available for Use	Actual Spending (authorities used)	Difference (planned minus actual)
156,311,765	156,311,765	160,778,067	163,632,863	(7,321,098)

2015-16 Human Resources (Full–time Equivalents (FTEs)) – For Program

Planned	Actual	Difference (planned minus actual)
1,179	1,226	(47)

Please refer to Section II: Expenditure Overview for budgetary financial and human resources variance explanations.

Section IV: Supplementary Information

Supporting Information on Lower-Level Programs

Supporting information on lower-level programs is available on Transport Canada's website[clvii].

Supplementary Information Tables

The supplementary information tables listed in the 2015–16 Departmental Performance Report can be found on Transport Canada's website[clviii]. These include:

- Details on Transfer Payment Programs of $5 Million or More;
- *Departmental Sustainable Development Strategy*;
- Internal Audits and Evaluations;
- Response to Parliamentary Committees and External Audits; and
- User-Fees, Regulatory Charges and External Fees.

Federal Tax Expenditures

The tax system can be used to achieve public policy objectives through the application of special measures such as low tax rates, exemptions, deductions, deferrals and credits. The Department of Finance Canada publishes cost estimates and projections for these measures annually in the Report of Federal Tax Expenditures[clix]. This report also provides detailed background information on tax expenditures, including descriptions, objectives, historical information and references to related federal spending programs. The tax measures presented in this report are the responsibility of the Minister of Finance.

Organizational Contact Information

Transport Canada welcomes your comments on this report.

Email: Questions@tc.gc.ca
Phone: 613-990-2309
Toll Free: 1-866-995-9737
Teletypewriter (TTY): 1-888-675-6863
Fax: 613-954-4731

Mailing Address:
Transport Canada (ADI)
330 Sparks Street
Ottawa, ON
K1A 0N5

Appendix: Definitions

appropriation *(crédit):* Any authority of Parliament to pay money out of the Consolidated Revenue Fund.

budgetary expenditures *(dépenses budgétaires):* Include operating and capital expenditures; transfer payments to other levels of government, organizations or individuals; and payments to Crown corporations.

Departmental Performance Report *(rapport ministériel sur le rendement):* Reports on an appropriated organization's actual accomplishments against the plans, priorities and expected results set out in the corresponding Report on Plans and Priorities. These reports are tabled in Parliament in the fall.

full-time equivalent *(équivalent temps plein):* Is a measure of the extent to which an employee represents a full person-year charge against a departmental budget. Full-time equivalents are calculated as a ratio of assigned hours of work to scheduled hours of work. Scheduled hours of work are set out in collective agreements.

Government of Canada outcomes *(résultats du gouvernement du Canada):* A set of 16 high-level objectives defined for the government as a whole, grouped in four spending areas: economic affairs, social affairs, international affairs and government affairs.

Management, Resources and Results Structure *(Structure de la gestion, des ressources et des résultats)*: A comprehensive framework that consists of an organization's inventory of programs, resources, results, performance indicators and governance information. Programs and results are depicted in their hierarchical relationship to each other and to the Strategic Outcome(s) to which they contribute. The Management, Resources and Results Structure is developed from the Program Alignment Architecture.

non-budgetary expenditures *(dépenses non budgétaires):* Include net outlays and receipts related to loans, investments and advances, which change the composition of the financial assets of the Government of Canada.

performance *(rendement):* What an organization did with its resources to achieve its results, how well those results compare with what the organization intended to achieve and how well lessons learned have been identified.

performance indicator *(indicateur de rendement):* A qualitative or quantitative means of measuring an output or outcome, with the intention of gauging the performance of an organization, program, policy or initiative respecting expected results.

performance reporting *(production de rapports sur le rendement):* The process of communicating evidence-based performance information. Performance reporting supports decision making, accountability and transparency.

planned spending *(dépenses prévues):* For Reports on Plans and Priorities (RPPs) and Departmental Performance Reports (DPRs), planned spending refers to those amounts that receive Treasury Board approval by February 1. Therefore, planned spending may include amounts incremental to planned expenditures presented in the Main Estimates.

A department is expected to be aware of the authorities that it has sought and received. The determination of planned spending is a departmental responsibility, and departments must be able to defend the expenditure and accrual numbers presented in their RPPs and DPRs.

plans *(plan):* The articulation of strategic choices, which provides information on how an organization intends to achieve its priorities and associated results. Generally a plan will explain the logic behind the strategies chosen and tend to focus on actions that lead up to the expected result.

priorities *(priorité):* Plans or projects that an organization has chosen to focus and report on during the planning period. Priorities represent the things that are most important or what must be done first to support the achievement of the desired Strategic Outcome(s).

program *(programme):* A group of related resource inputs and activities that are managed to meet specific needs and to achieve intended results and that are treated as a budgetary unit.

Program Alignment Architecture *(architecture d'alignement des programmes):* A structured inventory of an organization's programs depicting the hierarchical relationship between programs and the Strategic Outcome(s) to which they contribute.

Report on Plans and Priorities *(rapport sur les plans et les priorités):* Provides information on the plans and expected performance of appropriated organizations over a three-year period. These reports are tabled in Parliament each spring.

result *(résultat):* An external consequence attributed, in part, to an organization, policy, program or initiative. Results are not within the control of a single organization, policy, program or initiative; instead they are within the area of the organization's influence.

statutory expenditures *(dépenses législatives):* Expenditures that Parliament has approved through legislation other than appropriation acts. The legislation sets out the purpose of the expenditures and the terms and conditions under which they may be made.

Strategic Outcome *(résultat stratégique):* A long-term and enduring benefit to Canadians that is linked to the organization's mandate, vision and core functions.

sunset program *(programme temporisé):* A time-limited program that does not have an ongoing funding and policy authority. When the program is set to expire, a decision must be made whether to continue the program. In the case of a renewal, the decision specifies the scope, funding level and duration.

target *(cible):* A measurable performance or success level that an organization, program or initiative plans to achieve within a specified time period. Targets can be either quantitative or qualitative.

voted expenditures *(dépenses votées):* Expenditures that Parliament approves annually through an Appropriation Act. The Vote wording becomes the governing conditions under which these expenditures may be made.

Whole-of-Government *Framework* *(cadre pangouvernemental):* Maps the financial contributions of federal organizations receiving appropriations by aligning their Programs to a set of 16 government-wide, high-level outcome areas, grouped under four spending areas.

Endnotes

[i] 2015-16 Transport Canada Departmental Performance Report: http://www.tc.gc.ca/eng/corporate-services/planning-628.htm
[ii] Minister of Transport Mandate Letter: http://pm.gc.ca/eng/minister-transport-mandate-letter
[iii] *Navigation Protection Act*: http://laws-lois.justice.gc.ca/eng/acts/N-22/
[iv] *Canada Transportation Act* Review: http://www.tc.gc.ca/eng/ctareview2014/canada-transportation-act-review.html
[v] Fisheries and Oceans Canada website: http://www.dfo-mpo.gc.ca/
[vi] Canadian Environmental Assessment Agency website: http://www.ceaa.gc.ca/
[vii] Natural Resources Canada (NRCan) website: http://www.nrcan.gc.ca/
[viii] Government of Canada's Review of Environmental and Regulatory Processes: http://www.canada.ca/en/services/environment/conservation/assessments/environmental-reviews/environmental-assessment-processes.html
[ix] Canadian Rail Operating Rules: http://www.tc.gc.ca/eng/railsafety/rules-tco167.htm
[x] Transportation Safety Board website: http://www.tsb.gc.ca/
[xi] *Railway Safety Act*: http://laws-lois.justice.gc.ca/eng/acts/r-4.2/
[xii] 2013 Fall Report of the Office of the Auditor General of Canada, Chapter 7—Oversight of Rail Safety—Transport Canada: http://www.oag-bvg.gc.ca/internet/English/parl_oag_201311_07_e_38801.html
[xiii] Infrastructure Canada website: http://www.infrastructure.gc.ca/
[xiv] Transport Canada Portfolio: http://www.tc.gc.ca/eng/aboutus-abouttc.html
[xv] St. Lawrence Seaway Management Corporation website: http://www.greatlakes-seaway.com/
[xvi] Great Lakes Pilotage Authority website: http://www.glpa-apgl.com/
[xvii] *Department of Transport Act*: http://laws-lois.justice.gc.ca/eng/acts/T-18/
[xviii] Laws related to transportation: http://www.tc.gc.ca/eng/acts-regulations/acts.htm
[xix] Department of Justice Canada website: http://laws-lois.justice.gc.ca/eng/acts/
[xx] Transport Canada website: http://www.tc.gc.ca/
[xxi] Treasury Board directive on Performance Management: http://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=27146
[xxii] *Canada Transportation Act*: http://laws-lois.justice.gc.ca/eng/acts/C-10.4/
[xxiii] Environment and Climate Change Canada website: http://ec.gc.ca/
[xxiv] United Nations Framework Convention on Climate Change website: http://unfccc.int/
[xxv] NRCan's Adaptation Platform: http://www.nrcan.gc.ca/environment/impacts-adaptation/adaptation-platform/10027
[xxvi] Transportation Association of Canada's Climate Change Task Force: http://tac-atc.ca/en/councils-and-committees/climate-change-task-force
[xxvii] International Transport Forum website" http://www.itf-oecd.org/
[xxviii] Canada Border Services Agency: http://www.cbsa-asfc.gc.ca/
[xxix] Beyond the Border Integrated Cargo Security Strategy: http://www.cbsa-asfc.gc.ca/trade-commerce/icss-sisf/icss-sisf-menu-eng.html
[xxx] U.S. Customs and Border Protection website: http://www.cbp.gov/
[xxxi] *Emergency Management Act*: http://laws-lois.justice.gc.ca/eng/acts/E-4.56/
[xxxii] Transport Canada's 2015-16 Report on Plans and Priorities: http://www.tc.gc.ca/eng/corporate-services/planning-1216.html
[xxxiii] Safety Management Systems: http://www.tc.gc.ca/eng/civilaviation/standards/sms-menu-618.htm
[xxxiv] Transportation of Dangerous Goods Program: http://www.tc.gc.ca/eng/tdg/safety-menu.htm
[xxxv] Commissioner of Environment and Sustainable Development: http://www.oag-bvg.gc.ca/internet/English/cesd_fs_e_921.html
[xxxvi] Emergency Response Assistance Plans: http://www.tc.gc.ca/eng/tdg/erap-menu-72.htm
[xxxvii] Flammable liquids: http://www.tc.gc.ca/eng/tdg/clear-part2-339.htm - sec218
[xxxviii] Aerodrome Works Consultations: http://www.tc.gc.ca/eng/programs/aerodromes-regulations-2981.html
[xxxix] *Canadian Aviation Regulations*: http://laws-lois.justice.gc.ca/eng/regulations/sor-96-433/page-1.html
[xl] Notice of Proposed Amendment, Unmanned Air Vehicles: http://wwwapps.tc.gc.ca/Saf-Sec-Sur/2/NPA-APM/actr.aspx?id=17&&WT.mc_id=8jkt2
[xli] Unmanned Systems Canada website: http://unmannedsystems.ca/

[xlii] Air Transport Association of Canada website: http://www.atac.ca/web/en/
[xliii] Canada-U.S. Regulatory Cooperation Council: http://www.tbs-sct.gc.ca/ip-pi/trans/ar-lr/rcc-ccmr/index-eng.asp
[xliv] Federal Aviation Administration website: http://www.faa.gov/
[xlv] Transport Canada Civil Aviation Safety Alerts: http://www.tc.gc.ca/eng/civilaviation/opssvs/managementservices-referencecentre-1187.htm
[xlvi] Transportation Appeal Tribunal of Canada website: http://www.tatc.gc.ca/
[xlvii] Canadian Police College website: http://www.cpc.gc.ca/
[xlviii] World Class Tanker Safety Info Sheet: http://www.tc.gc.ca/eng/mediaroom/infosheets-tanker-safety-7676.html
[xlix] *Canada Shipping Act, 2001*: http://laws-lois.justice.gc.ca/eng/acts/C-10.15/
[l] National Aerial Surveillance Program: http://www.tc.gc.ca/eng/marinesafety/oep-ers-nasp-2195.htm
[li] Tanker Safety Expert Panel: http://www.tc.gc.ca/eng/tankersafetyexpertpanel/menu.htm
[lii] A Review of Canada's Ship-source Preparedness and Response: Setting the Course for the Future, Phase II: Requirements for the Arctic and for Hazardous and Noxious Substances Nationally: http://www.tc.gc.ca/media/documents/mosprr/TC-Tanker-E-P2.pdf
[liii] Clear Seas Centre for Responsible Marine Shipping website: http://clearseas.org/
[liv] Ocean Networks Canada website: http://www.oceannetworks.ca/
[lv] Community Participation Funding Program: http://www.tc.gc.ca/eng/marinesafety/Community-Participation-Funding-Program-4445.html
[lvi] Area Response Planning: http://www.tc.gc.ca/eng/marinesafety/oep-ers-arp-4473.html
[lvii] Canadian Coast Guard website: http://www.ccg-gcc.gc.ca/
[lviii] Canadian Hydrographic Service: http://www.charts.gc.ca/
[lix] Major Projects Management Office website: http://mpmo.gc.ca/
[lx] Northern Projects Management Office website: http://www.cannor.gc.ca/eng/1370267347392/1370267428255
[lxi] Windsor-Detroit Bridge Authority Website: http://www.wdbridge.com/
[lxii] Port of Vancouver / Vancouver Fraser Port Authority website: http://www.portvancouver.com/
[lxiii] Transportation Security Administration: http://www.tsa.gov/
[lxiv] Pre Load Air Cargo Targeting: http://www.cbsa-asfc.gc.ca/trade-commerce/icss-sisf/icss-sisf-menu-eng.html
[lxv] Ports Asset Transfer Program: http://www.tc.gc.ca/eng/programs/ports-asset-transfer-program-2979.html
[lxvi] International Maritime Organization's website: http://www.imo.org/en/Pages/Default.aspx
[lxvii] International Civil Aviation Organization's website: http://www.icao.int/Pages/default.aspx
[lxviii] Canada's Action Plan to Reduce Greenhouse Gas Emissions from Aviation: http://www.tc.gc.ca/eng/policy/aviation-emissions-3005.htm
[lxix] Transport Canada's Proposed *Locomotive Emissions Regulations*: http://www.tc.gc.ca/eng/policy/acs-locomotive-emissions-menu-2155.htm
[lxx] U.S. National Highway Traffic Safety Administration website: http://www.nhtsa.gov/
[lxxi] United Nations World Forum for the Harmonization of Vehicle Regulations: http://www.unece.org/trans/main/wp29/meeting_docs_wp29.html
[lxxii] ecoTECHNOLOGY for Vehicles Program: http://www.tc.gc.ca/eng/programs/environment-etv-menu-eng-118.htm
[lxxiii] Shore Power Technology for Ports: http://www.tc.gc.ca/eng/programs/environment-sptp-2681.htm
[lxxiv] Port of Halifax (Halifax Port Authority) website: http://portofhalifax.ca/
[lxxv] British Columbia Ferry Services (BC Ferries) website: http://www.bcferries.com/
[lxxvi] Montreal Port Authority website: http://www.port-montreal.com/en/the-montreal-port-authority.html
[lxxvii] The Logistics and Transportation Metropolitan Cluster of Montreal (CargoM) website: http://www.cargo-montreal.ca/en/about-us/logistics-cluster/
[lxxviii] North American Emission Control Area: http://www.ec.gc.ca/energie-energy/default.asp?lang=En&n=1764584F-1
[lxxix] *Vessel Pollution and Dangerous Chemical Regulations*: http://laws-lois.justice.gc.ca/eng/regulations/sor-2012-69/page-1.html
[lxxx] New Governor in Council appointments policy: http://pm.gc.ca/eng/news/2016/02/25/prime-minister-announces-new-governor-council-appointment-process
[lxxxi] Budget 2016: http://www.budget.gc.ca/2016/docs/plan/toc-tdm-en.html
[lxxxii] Shared Services Canada website: http://www.ssc-spc.gc.ca/
[lxxxiii] Treasury Board Secretariat website: http://tbs-sct.gc.ca/

[lxxxiv] Government of Canada Canada.ca website: http://www.canada.ca/
[lxxxv] Transport Canada, Budgetary Financial Resources: http://www.tc.gc.ca/eng/corporate-services/finance-menu.htm
[lxxxvi] Gateways and Border Crossings Fund: http://www.tc.gc.ca/eng/policy/acg-acgd-menu-infrastructure-2170.htm
[lxxxvii] Descriptors of Government of Canada Outcomes: http://www.tbs-sct.gc.ca/ppg-cpr/descript-eng.aspx
[lxxxviii] Federal Contaminated Sites Action Plan: http://www.federalcontaminatedsites.gc.ca/default.asp?lang=en
[lxxxix] Next Generation of Clean Transportation Initiatives: http://www.tc.gc.ca/eng/programs/environment-next-generation-sea-2969.html
[xc] Ferry Services Contribution Program: http://www.tc.gc.ca/eng/programs/ferry-services-contribution-program-menu2362.htm
[xci] Asia Pacific Gateway and Corridor Initiative: http://www.asiapacificgateway.gc.ca/
[xcii] Public Accounts of Canada: http://www.tpsgc-pwgsc.gc.ca/recgen/cpc-pac/index-eng.html
[xciii] Whole-of-Government- Framework: http://www.tbs-sct.gc.ca/ppg-cpr/frame-cadre-eng.aspx
[xciv] Financial Reports of Transport Canada: http://www.tc.gc.ca/eng/corporate-services/finance-fs-791.htm
[xcv] *International Bridges and Tunnels Act*: http://www.tc.gc.ca/eng/acts-regulations/acts-2007c1.htm
[xcvi] *Aviation Indemnity Act*: http://laws-lois.justice.gc.ca/eng/acts/A-18.5/
[xcvii] *Safe and Accountable Rail Act* Liability and Compensation Regime: http://www.tc.gc.ca/eng/mediaroom/infosheets-railway-safety-7683.html
[xcviii] Northern Transportation Adaptation Initiative: http://www.tc.gc.ca/eng/innovation/ntai-menu-1560.htm
[xcix] Inuvik to Tuktoyaktuk Highway: http://ith.dot.gov.nt.ca/
[c] Comprehensive Economic and Trade Agreement: http://www.international.gc.ca/gac-amc/campaign-campagne/ceta-aecg/index.aspx?lang=eng
[ci] *International Bridges and Tunnels Act* Consultations for the Ambassador Bridge Enhancement Project: http://www.tc.gc.ca/eng/page-653.html
[cii] National Policy Framework for Strategic Gateways and Corridors: http://publications.gc.ca/site/eng/347485/publication.html
[ciii] Asia-Pacific Economic Cooperation Port Services Network: http://www.apecpsn.org/
[civ] Asia-Pacific Gateway and Corridor Initiative: http://www.asiapacificgateway.gc.ca/
[cv] Cargo Logistics Canada website: http://cargologisticscanada.com/
[cvi] Breakbulk website: http://www.breakbulk.com/
[cvii] Great Lakes Economic Forum website: http://www.greatlakeseconomicforum.com/
[cviii] Saint John Port Days website: http://www.sjport.com/portdays/
[cix] Port of Halifax website with Port Days information: http://portofhalifax.ca/
[cx] VIA Rail Canada website: http://www.viarail.ca/
[cxi] Marine Atlantic website: http://www.marineatlantic.ca/en/
[cxii] Bay Ferries Limited's website: http://www.ferries.ca/
[cxiii] Railway Association of Canada website: http://www.railcan.ca/
[cxiv] 2013 Locomotive Emissions Monitoring Program Report: http://www.railcan.ca/assets/images/publications/LEM/LEM_2013/LEM_Report_2013_Eng_Final.pdf
[cxv] Clean Rail Academic Grant Program: http://www.tc.gc.ca/eng/innovation-clean-transportation.htm
[cxvi] National Research Council website: http://www.nrc-cnrc.gc.ca/index.html
[cxvii] *Response Organization and Oil Handling Facilities Regulations*: http://laws-lois.justice.gc.ca/eng/regulations/SOR-95-405//
[cxviii] Environmental Response Systems: http://www.tc.gc.ca/eng/marinesafety/oep-ers-menu-1118.htm
[cxix] *Federal Sustainable Development Act*: http://laws-lois.justice.gc.ca/eng/acts/F-8.6/
[cxx] Federal Sustainable Development Strategy: http://www.ec.gc.ca/dd-sd/default.asp?lang=En&n=CD30F295-1
[cxxi] Notice of Proposed Amendment, Unmanned Air Vehicles: http://wwwapps.tc.gc.ca/Saf-Sec-Sur/2/NPA-APM/actr.aspx?id=17&&WT.mc_id=8jkt2
[cxxii] Unmanned Systems Canada's website: http://unmannedsystems.ca/
[cxxiii] Canada-United States Regulatory Cooperation Council: http://www.tbs-sct.gc.ca/ip-pi/trans/ar-lr/rcc-ccmr/index-eng.asp
[cxxiv] Transport Canada Civil Aviation Safety Alerts: http://www.tc.gc.ca/eng/civilaviation/opssys/managementservices-referencecentre-1187.htm
[cxxv] Canadian Aviation Regulatory Advisory Council: http://www.tc.gc.ca/eng/civilaviation/regserv/affairs-carac-menu-755.htm
[cxxvi] *Safe Containers Convention Act*: http://laws-lois.justice.gc.ca/eng/acts/S-1/index.html

[cxxvii] *Pilotage Act*: http://laws-lois.justice.gc.ca/eng/acts/P-14/index.html
[cxxviii] *Coasting Trade Act*: http://laws-lois.justice.gc.ca/eng/acts/C-33.3/index.html
[cxxix] *Arctic Waters Pollution Prevention Act*: http://laws-lois.justice.gc.ca/eng/acts/A-12/index.html
[cxxx] *Private Buoy Regulations*: http://laws-lois.justice.gc.ca/eng/regulations/sor-99-335/
[cxxxi] Technical Review Process of Marine Terminal Systems and Transshipment Sites (TERMPOL): http://www.tc.gc.ca/eng/publications-marine-abstracts-598.html - tp743
[cxxxii] United States Coast Guard website: http://www.uscg.mil/
[cxxxiii] *Small Fishing Vessel Inspection Regulations*: http://laws.justice.gc.ca/eng/regulations/C.R.C., c. 1486/
[cxxxiv] *Transportation Information Regulations*: http://laws-lois.justice.gc.ca/eng/regulations/sor-96-334/
[cxxxv] *Motor Vehicle Safety Act*: http://laws-lois.justice.gc.ca/eng/acts/M-10.01/index.html
[cxxxvi] *Motor Vehicle Transport Act*: http://laws-lois.justice.gc.ca/eng/acts/m-12.01/
[cxxxvii] Canada Border Services Agency's Single Window Initiative Program: http://www.cbsa-asfc.gc.ca/btb-pdf/swi-igu-eng.html
[cxxxviii] *Transportation of Dangerous Goods Act*, 1992: http://laws-lois.justice.gc.ca/eng/acts/T-19.01/
[cxxxix] 2016 Emergency Response Guidebook: http://www.tc.gc.ca/eng/canutec/guide-menu-227.htm
[cxl] Emergency Response Task Force: http://www.tc.gc.ca/eng/tdg/safety-menu-1186.html
[cxli] *Contravention Regulations*: http://laws.justice.gc.ca/eng/regulations/sor-96-313/index.html
[cxlii] *Transportation of Dangerous Goods Regulations*: http://laws-lois.justice.gc.ca/eng/regulations/sor-2001-286/FullText.html
[cxliii] Alberta Innovates Technology Futures website: http://www.albertatechfutures.ca/
[cxliv] The Canadian Transport Emergency Centre (CANUTEC): http://www.tc.gc.ca/eng/canutec/menu.htm
[cxlv] AskRail web application safety tool: http://www.askrail.us/
[cxlvi] Class 3 Flammable Liquids: http://www.tc.gc.ca/eng/tdg/clear-part2-339.htm - sec218
[cxlvii] *Canadian Aviation Security Regulations, 2012*: http://laws-lois.justice.gc.ca/eng/regulations/SOR-2011-318/
[cxlviii] Air Cargo Security (ACS) Program: http://www.tc.gc.ca/eng/aviationsecurity/asc-41.htm
[cxlix] Secure Supply Chain Information Management System: http://wwwapps.tc.gc.ca/Saf-Sec-Sur/2/SSCIMSA-SGICASA/regmod/reg00.aspx?lang=eng
[cl] Cooperation in Science and Technology for Critical Infrastructure Protection and Border Security Agreement: http://www.treaty-accord.gc.ca/text-texte.aspx?id=105000
[cli] Canadian Air Transport Security Authority website: http://www.catsa.gc.ca/language-select
[clii] European Civil Aviation Conference Technical Task Force: http://www.ecac-ceac.org/security
[cliii] *Marine Transportation Security Act*: http://laws-lois.justice.gc.ca/eng/acts/M-0.8/
[cliv] Canadian Police Information Centre database: http://www.cpic-cipc.ca/index-eng.htm
[clv] Emergency Preparedness and Situation Centres: http://www.tc.gc.ca/eng/emergencypreparedness/emergencypreparedness-103.htm?campaign=Facebook-eng&WT.mc_id=bwwas
[clvi] Office of the Auditor General website: http://www.oag-bvg.gc.ca/internet/index.htm
[clvii] 2015–16 Departmental Performance Report – Supporting Information on Lower-Level Programs: http://www.tc.gc.ca/eng/corporate-services/planning-1375.html
[clviii] 2015-16 Departmental Performance Report – Links to the Supplementary Information Tables: http://www.tc.gc.ca/eng/corporate-services/planning-628.htm
[clix] Government of Canada Report of Federal Tax Expenditures: http://www.fin.gc.ca/purl/taxexp-eng.asp